



Sarah Baartman

DISTRICT MUNICIPALITY

Province of the Eastern Cape

progress through development

Medium-Term Budget

2017/18 – 2019/20

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PART 1

ANNUAL BUDGET

CHAPTER 1



Mayor's Report

BUDGET SPEECH 2017/2018

THEME: BACK TO BASICS

Honourable Speaker

Executive Mayors

Mayors

Municipal Managers and officials

Fellow Councillors

Ladies and Gentleman

Introduction

Honourable Speaker, a clear understanding of our past enables us to frame our agenda of transformation, which includes:

- Eliminating poverty and extreme inequalities;
- Democratising the economy and empowering the disadvantaged;
- Creating productive employment opportunities;
- Initiating growth and development to improve the quality of life of our citizens, especially the poor; and
- Giving due regard to the implementation of environmental sustainability and the judicious use of resources.

In response to these challenges, the agenda of this administration is unambiguously one of fundamental socio-economic transformation and redress.

Honourable Speaker, last year in August, our country had its local government elections which resulted in changes in leadership within most of the local municipalities within the district. This has resulted in the district having many new Councillors representing the district for the term of office ahead.

The local government elections also brought about a major challenge in terms of the former Ikwezi, Camdeboo and Baviaans Local Municipalities being amalgamated to form the newly established Dr Beyers Naude Municipality. Various critical challenges remain within this municipality that require immediate attention to prevent the deterioration of this municipality. This has thus reduced the number of local municipalities from nine to seven municipalities within the district.

Being surrounded by various changes within our sphere and specifically in our district, we can only embrace the change by being positive and optimistic about the future of our district. The required changes must be focused on improving service delivery within the district, achieving excellence in all that we do by not doing business as usual but to rather be innovative and open to new ways of doing things for the betterment of the community.

Honourable Speaker, this Council placed a moratorium on the filling of all vacancies in the municipality which included the posts of both the Director: Economic Development and the Director: Infrastructure Services and Planning, as well as other critical vacancies within the municipality. It has been difficult to manage the institution during this period, but as a collective, we managed to keep the ship afloat.

The municipality conducted a strategic planning session in November where the mandate of the district was discussed at length. In this session, pertinent questions were asked, "Are we fulfilling our mandate as a district

municipality” and “how can we do things better”. The inputs from this strategic session allowed meaningful discussions which resulted in the identification of weaknesses together with solutions for improvement. This was the basis for the development of the new Integrated Development Plan which is now more externally focused on the support to local municipalities.

One of the key outputs from the strategic session was that an organisational development specialist be appointed to re-engineer the institutional organogram to ensure that the resources are allocated and directed in a manner that can drive the mandate of the municipality. The specialist was appointed and the directorates within the municipality were confirmed and the functions of the municipality have been presented.

mSCOA (Municipal Chart of Accounts) is at our doorstep as municipalities. As from 1 July 2017, we are required to be mSCOA compliant. I am pleased to confirm that a new integrated financial system was procured and processes are underway to ensure that we migrate to the new system on 1 July 2017.

I am however concerned, Honourable Speaker, about the trend of shrinking government income against a fast-growing indigent population. The fact that national government is reducing its financial obligations to municipalities while poverty escalates is a setback. However, the country is experiencing tough economic challenges which increasingly compel us to be dependent on our own financial sources. Only those municipalities who endeavour to strategically and proactively manage their sustainability will survive. Therefore, financial sustainability of all municipalities within the district is imperative.

Economic outlook

Global growth declined marginally to 3.1 per cent in 2016, from 3.2 per cent in 2015, due to policy uncertainty, sluggish investment growth and slowing global trade. The International Monetary Fund (IMF) projects that the world economy will grow by 3.4 per cent in 2017 and 3.6 per cent in 2018. This forecast is clouded by the absence of a clear policy trajectory in developed economies and risks to Chinese growth.

Growth in advanced economies is projected to remain around 2 per cent over the medium term. Growth in the US, the world’s largest economy, is forecast to reach 2.3 per cent in 2017 and 2.5 per cent in 2018. This is premised on the introduction and success of a fiscal stimulus. Stronger growth in the second half of 2016 has led to upward revisions of forecasts for Germany, Japan, Spain and the UK.

Developing economies are expected to remain the main contributors to higher global growth in 2017 and 2018. Brazil and Russia should return to moderate growth following recessions in both countries. Growth in India is projected to remain above 7 per cent, and Chinese growth is forecast to decelerate but remain above 6 per cent. A major risk to Chinese growth remains the rapid expansion of credit and high levels of corporate debt.

The outlook for sub-Saharan Africa, a major export destination for South African manufacturers, has been revised marginally up to 3.7 per cent for 2018, based largely on a slight increase in commodity prices.

Global inflation is expected to increase moderately over the short term, driven by stabilising commodity prices and rising productive capacity utilisation in China. Monetary policy in advanced economies is expected to remain largely supportive of growth in the short term, but the pace of monetary policy tightening in the US could increase capital flow volatility

The National Treasury forecasts that, after a protracted period of declining GDP growth, the South African economy will grow by 1.3 per cent in 2017, 2 per cent in 2018 and 2.2 per cent in 2019.

The Reserve Bank’s leading economic indicator increased for a fourth consecutive month in November 2016, suggesting a positive turn in the business cycle.

The recovery will be supported by moderately stronger global growth, more favourable weather conditions, reliable electricity supply, less volatile labour relations, recovering business and consumer confidence, and stabilising commodity prices.

Unemployment stood at 26.5 per cent in the fourth quarter of 2016. Education and skills remain at the heart of the country's employment crisis. The economy continues to create opportunities for semi-skilled and skilled workers, and to shed unskilled jobs, reinforcing poverty and inequality and widening the wage gap. Joblessness among 18- to 29-year-olds averaged 43 per cent in the fourth quarter of 2016.

Slow employment growth negatively affects household consumption. Growth in household spending decelerated to 0.9 per cent in the first three quarters of 2016 from 1.7 per cent over the same period in 2015. Despite higher spending on services, a fall in spending on durable goods and a sharp deceleration in food purchases weighed on overall household expenditure.

Weak business confidence and low levels of profitability continue to weigh on investment flows. During the first three quarters of 2016, investment in fixed capital fell by 3.9 per cent – the first decline since 2010. Investment by public corporations also fell as they continued to delay capital expenditure plans. Investment growth is expected to recover moderately, from 1.5 per cent in 2017 to 2.8 per cent in 2019. The rand, which traded at R16.38 to the US dollar at the beginning of 2016, closed the year at R13.84/US\$. The rand has recovered from its rapid depreciation at the end of 2015 and the beginning of 2016.

Headline inflation increased to 6.4 per cent in 2016 from 4.6 per cent in 2015, driven by higher food prices (10.8 per cent compared with 5.1 per cent in 2015) and petrol prices (1.6 per cent against -10.7 per cent in 2015). The Reserve Bank has increased the repurchase (repo) rate by two percentage points since the beginning of 2014 to anchor inflation expectations within the target band of 3 to 6 per cent. Headline inflation is projected to remain above 6 per cent in 2017 and to decline to 5.7 per cent in 2018. The main contributor to declining inflation over the medium term is lower food price inflation.

Development of the Integrated Development Plan for the next 5 years

Honourable Speaker, it is important to remind ourselves continuously of the National Development Plan 2030 priorities –

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy and accountability;
- Bringing about faster economic growth, higher investment and greater labour absorption;
- Focusing on key capabilities of people and the state;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

As local government, we need to align our priorities with the National and Provincial priorities to ensure that as a country we realise the ultimate plan.

Chapter 3 of the Integrated Development Plan 2017 – 2022 details the strategic direction of the municipality aligning the goals to the national and provincial strategic priorities, as follows:

Job creation; Improving Service Delivery; Socio-economic upliftment; Building Institutional Capacity & Financial Viability and Creating a Single Window of Co-ordination.

The Development Priorities of the municipality for the next 5 years is as follows:

Basic Service Delivery and Infrastructure

The municipality will endeavour to provide and input on strategic planning for bulk water and sanitation services, transport and land planning in an integrated approach, and ensure synergies with other service agents such as economic development, tourism and other programmes implemented by government departments.

Financial Viability and Management

Revenue enhancement, and cost containment measures will be introduced at the municipality to drive financial sustainability. These initiatives will be promoted to all local municipalities in an attempt to improve the financial situation at the local municipalities. Risk management together with creating a strong internal control environment will be promoted to eventually lead to favourable audit outcomes.

Local Economic Development

The municipality is committed to the consolidation and optimal utilisation of available resources to facilitate economic development, for the purpose of the creating of new, decent, sustainable employment opportunities and sustainable enterprise development, retention and expansion in the district.

This will be achieved through targeted investment promotion to grow strategic sectors able to create employment opportunities on a substantial scale in the short to medium term, and more advanced industries that are crucial for long term economic growth.

Specific sectors earmarked for further development in the district include:

- Agriculture and agro-processing
- Green economy
- Tourism
- Skills Development and Education

Good Governance and Public Participation

Good governance dictates that the municipality should conduct its business in an open, transparent and accountable manner. For this to be realised, community participation is essential.

Municipal Transformation and Organisational Development

In an effort to strengthen our support to local municipalities, the district will develop a model that will enhance capacity building to municipalities by ensuring accountability of relationship managers and increase performance by incorporating it into the individual performance plans. To increase service delivery, the municipality will embark on exploring shared service model in achieving some of its objectives.

Honourable Speaker, in each of these areas, there are many programmes and interventions underway, and numerous stakeholders and institutions involved. It is therefore important that we as local government strengthen our relations with all stakeholders to assist in achieving our goals.

Medium Term Revenue Expenditure Framework 2017/18 – 2019/20

Division of revenue

Honourable Speaker, our Constitution requires an equitable division of nationally collected revenue between national, provincial and local government. This is set out in the *Division of Revenue Act* and its accompanying *Explanatory Memorandum*. The allocations are explained in the *Budget Review* and elaborated in the *Estimates of National Expenditure*.

The division of revenue involves a substantial redistribution of resources from the wealthiest areas in our country – where most of our taxes are raised – to lower-income communities and households. The allocations to predominantly rural municipalities are twice as large, per household, than those to metropolitan councils.

The national allocation over the next 3 years is as follows:

47.5% to national government; 43.4% to provinces and 9.1% to local government.

Allocations to basic services provided by municipalities have been prioritised, despite the constraints of the budget framework. A review of local government infrastructure grants is in progress, which will lead to simplification and consolidation of the financing arrangements.

Over the longer term, progress in municipalities requires local economic growth, property development and revenue enhancement, alongside national and provincial support. These are key elements in the “back to basics” municipal development strategy.

Financial management: ensuring value for money

In the period ahead, National Treasury and provincial treasuries have agreed to focus their efforts on four “game changers”:

The new Municipal Standard Chart of Accounts, which will be implemented from 1 July 2017, contributing to greater transparency and consistency of municipal finances;

- Targeted supply chain management interventions to achieve cost savings and combat fraud;
- Enhanced revenue management, including appropriate tariff-setting, regular billing and effective collection systems; and
- Improved asset management, including adherence to 8 per cent of the value of assets being spent on their maintenance.

Honourable Speaker, if we make progress in local financial management, we will definitely transform the lives of our people.

Operating and Capital Budgets for 2017/2018

Honourable Speaker, the financial position of the Sarah Baartman District Municipality is still strong, although it has a weak revenue base. The Sarah Baartman District Municipality achieved unqualified audit reports in nine (9) consecutive financial years reflecting the drive towards financial management excellence. The application of sound financial management principles for the compilation of the municipality’s financial plan is essential and critical to ensure that the District remains financially viable and that sustainable municipal services are provided economically and equitably.

In the 2015/2016 financial year the Sarah Baartman District Municipality achieved a spending of R133 million of the total operating budget. The overall forecasted financial performance results for the 2016/2017 year reflects an expected total operating expenditure (including project expenditure) amounting to R132.7 million and a calculated operating deficit of R23.9 million which is funded from the accumulated surplus.

The actual approved budget for 2016/17 financial year including project expenditure amounted to R162.3 million. The new forecast for the period is R132.7 million which represents a decrease of 18%. This is mainly due to under-spending on project expenditure and the employee costs as a result of the moratorium.

The 2017/2018 budget has been prepared on the basis of budget constraints.

However, it is acknowledged that the municipality still needs to continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community’s needs.

This year (2017/2018), an Operating Budget of R140.4 million is being presented to the Council. This budget represents a decrease of 13.5% on the adjusted budget of the 2016/2017 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects, the prudent budgeting

method to ensure financial sustainability and the phased in approach of the development facilitation role of the municipality emphasized through the Strategic Plan.

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R85 million for the 2017/2018 financial year. The allocations for the outer years are R88 million and R91 million respectively, which represents an increase of 3.5% and 3.4% respectively.

The revenue budget includes an amount of R18 million for interest revenue which was based on an expected 7% to be received on investments. The budget also includes an amount of R1.4 million for rental revenue generated on properties. The municipality will only be receiving an amount of R4.5 million for all other conditional grants reflected in DORA. The revenue budget from DORA and other revenue sources therefore amounts to R120 million with the balance being funded from accumulated surplus.

Honourable Speaker, it is important to note that the usage from the accumulated surplus must be limited to ensure the financial sustainability of the municipality. If we recall, when adopting the 2016/17 budget, an amount of R38.6 million was utilized from accumulated surplus to fund the budget. With the adjustment budgets during the year, the amount utilized to fund the adjusted budget increased to R52 million from surplus. This trend can definitely not continue. This year, an amount of R19.5 million will be utilized from the accumulated surplus to fund the budget. The intention in the years ahead is to further reduce this amount to ensure financial sustainability.

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

The municipality still faces two main financial challenges:

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

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the municipality to become even more reliant on interest earnings and accumulated surplus to finance operating expenditure.

The municipality's Equitable Share Grant (including Levy Replacement Grant) increased by a mere 3.4%, whilst payroll costs increased by 7%. The municipality's effort to balance the budget, to achieve financial sustainability in the medium term remains a challenge.

While there were expectations for the equitable share to increase in line with the CPIX figures provided in the Treasury circular, this did not materialize.

Honourable Speaker, it is however important to note that the municipality will not be in a position to credibly promote its district or successfully lobby for funds from other sources unless it demonstrates that it:

- Can plan and manage strategically;
- Can prioritize and spend funds efficiently on development programmes; and
- Promote the development facilitation role.

To assist in this initiative of financial sustainability, serious considerations were undertaken in terms of cost containment measures for the municipality. Over and above our decision to consider this, the Budget Circular from National Treasury made it requirement for each Council to adopt cost containment measures that must be implemented and has thus been included in the recommendation on adopting the budget in Chapter 2 of the Budget Book.

It is important to note that the budget has been prepared utilising the current organisational structure. Upon Council's approval of the new Directorates and re-alignment of functions, the organisational structure will be amended accordingly. The approved budgets will therefore be re-aligned to the amended structure with no change in the bottom-line of the budget.

Honourable Speaker, the Mayoral Committee believes that its new approach to strategic planning through its support and capacity building initiatives to the Local Municipalities is a step in the right direction.

Tariffs

The tariffs and charges were increased by 6%. These however make a very minor contribution to our revenue.

Summary of Expenditure Budgets per Department

As indicated above, the total operating revenue budget is estimated at R140.4 million. This budget is allocated as follows with regard to expenditure:

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	55 388	40%
Finance & Corporate Services	43 817	31%
Economic Development	11 803	8%
Office of the Mayor	13 383	10%
Office of the Municipal Manager	15 963	11%
Total	140 354	100%

Project Expenditure

Project expenditure for the 2017/2018 budget amounts to R57.2 million and details are reflected on pages 146 – 154 of the Budget Document. The sources of funding are also indicated.

Offices of the Mayor and the Municipal Manager

The budget for the Offices of the Mayor and Municipal Manager includes the budget allocated for the Speaker as well as the Mayoral Committee and Councillors. Included in this budget, amounts are set aside for the Moral Regeneration campaign, Imbizos and Outreaches as well as the capacitation of councillors. An amount of R0.7 million has been set aside for special programmes. These include Women Empowerment, Youth Development, Supporting People with Disabilities as well as the implementation of the HIV and Aids Plan.

Key projects emanating from the Strategic Planning Workshop, through challenges identified, are allocated in the Municipal Manager's Office and are as follows:

- Development of a comprehensive local municipality support plan
- Review of the Inter-Governmental Forums
- Stakeholder Management
- Initiating and strengthening Strategic Partnerships
- Enhancement of Performance Management at local municipalities
- Promoting Good Governance at local municipalities

The above projects are budgeted at an amount of R2.2 million. With the enhanced focus on supporting our local municipalities and in trying to address a few key challenges of our local municipalities, an amount of R7 million has been set aside.

Infrastructure Services and Planning

An amount of R36.4 million has currently been set aside for the department for current projects, programmes and outsourced functions performed by the local municipalities.

An amount of R15.8 million has been earmarked for fire services of which R8.5 million is allocated for the contribution to local municipalities. The District Municipality has completed the fire station in Sandrift, Koukamma and plan to complete the Ndlambe fire station in the current year.

The Paterson Integrated Emergency Centre has been budgeted for at R1.5 million and R11.5 million in the outer years. The District will also be procuring fire equipment at an amount of R2.5 million. The municipality will also continue with the standardization of fire hydrants at an amount of R1.3 million.

The Inter-City Bus Terminal in Graaff-Reinet project was completed. However, the ablution block and offices are required to ensure the effective operations of the terminal. An amount of R2 million is allocated to this project of which R1 million is funded from the EPWP Grant.

The Environmental Health function is currently being performed by the local municipalities. An amount of R10 million will be contributed to the local municipalities to perform the function.

Honourable Speaker, it is important to note that the functions required to be performed by a District Municipality was reviewed during the Strategic Planning workshop, and it was agreed that priority be given to assessing the feasibility of the municipality taking back the following functions – Water, Environmental Health and Fire Services. An amount of R1.5 million was budgeted for these feasibility assessments.

Further amounts have been allocated for planning, feasibility studies, district-wide plans, disaster management as well as technical support to local municipalities.

Economic Development

An amount of R5 million has been allocated for the District Development Agency. Tourism promotion and development including creative industries has been allocated an amount of R1.5 million.

Local Economic Development initiatives have been budgeted at an amount of R1.9 million. These initiatives include support to Small, Medium and Micro Enterprises, the Agricultural Mentoring Programme, the District Agripark Programme amongst the rest of the initiatives.

Honourable Speaker, the budget for Economic Development has reduced with the strategic intent that the District Municipality needs to play a more pivotal role in facilitating economic development initiatives which will benefit the District by reducing unemployment in the District and the upliftment of co-operatives and Small, Medium and Micro Enterprises. Accessing the millions of rands that are available from funding institutions for these initiatives is key.

Also, we should not lose sight of the fact that we have a municipal entity that's mandate is to initiate and implement catalytic socio-economic and infrastructural projects across the district.

Finance and Corporate Services

One major project for this Department will be to support local municipalities to improve their audit outcomes. An amount of R1.5 million has been set aside for this.

The municipality will be assessing the feasibility of the following initiatives that has been budgeted at a minimal amount –

- Assessment of District Shared Services
- Enhancement of Telecommunications in the District
- Development of an Intranet / Help-desk
- Introduction of a hotline

Honourable Speaker, it is evident from the above that all Departments are responsible for supporting the seven local municipalities in our District. The District Strategy has been tweaked but the implementation is aligned accordingly.

Capital Budget

The Capital Budget of the District Municipality is R1 million. Of this, an amount of R0.5 million has been rolled over for from the current year for the completion of the installation of the lifts. The remaining portion is primarily to deal with the procurement of furniture and computer equipment.

Conclusion

Honourable Speaker, our inability to create jobs for the citizens of this District not only stifles economic development, but further creates debilitating social conditions.

I firmly believe that we can turn this situation around through collective effort and implementing the intended project and programmes of our municipality, namely:

- Grow the District and local economy and create jobs;
- Improve audit outcomes of the local municipalities;
- Root out corruption at all levels; and
- Prevent crime and promote social inclusion.

Finally I wish to express my heartfelt gratitude to:

- the members of the Mayoral Committee and the Budget Steering Committee for providing the necessary political oversight during the budget process;
- the Municipal Manager, CFO and the Acting Directors as well as the officials who have played an important role in the compilation of the IDP and the budget.

Honourable Speaker I now formally table the mSCOA 2017/2018 medium term budget and annexures for Council's consideration in terms of Section 24 (1) of the Municipal Finance Management Act.

Thank you!

K E KEKANA
EXECUTIVE MAYOR

CHAPTER 2



Resolutions

CHAPTER 2

RESOLUTIONS

Capital Budget

IT IS RECOMMENDED

That the annual capital budget of R1.012 million for the year 2017/2018 and the estimates for the two projected outer years 2018/2019 and 2019/2020 for the Sarah Baartman District Municipality are approved as set out in the following schedules:

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

Operating Budget

IT IS RECOMMENDED

That the annual Operating Revenue of R140.4 million and the Operating Expenditure of R140.4 million for the Sarah Baartman District Municipality for the financial year 2017/2018, and the indicatives for the projected medium term period 2018/2019 and 2019/2020 be approved as set out in the following attachments:

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

That the supporting information contained in the 2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

Tariffs

IT IS RECOMMENDED

That the tariffs and charges as tabled in the Council agenda in **Annexure “F”** be approved for the 2017/2018 financial year.

Service Level Standards

IT IS RECOMMENDED

That the Service Level Standard for 2017/18 Medium Term Revenue Expenditure Framework attached as Annexure "L" be adopted

Cost Containment Measures

IT IS RECOMMENDED

That the following cost containment measures be approved:

Cost item	Cost containment measure
Catering	Limit catering to specific Inter-Governmental Relation meetings only
Printing and Stationery	Introduction of stores for all consumables; Move to electronic Agendas; Centralise printing
Advertising	Plan advertisements of bids and vacancies - more than 1 bid per advert / more than 1 vacancy per advert
Audit fees	Make all information available for Auditor General based on Prior Year Requests For Information to reduce audit fees
Post-employment medical benefits	Consider offering settlements to members
Vehicles costs (fuel and oil, repairs and maintenance)	Centralise fleet of municipality
Publications	Limit number of publications (meet need); use social media more effectively
Electricity	Assess usage and introduce efficiencies in usage
Congress and visits	Review Travel and Subsistence Policy; Limit travelling to high priority meetings
Capital items	Review Asset Management Policy to identify timing of replacement of assets and consequences for damage / loss of assets.

Budget Related Policies

IT IS RECOMMENDED

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

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policies;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- Petty Cash Policy; and
- Enterprise Risk Management Policy

Cacadu District Development Agency

IT IS RECOMMENDED

That the annual capital budget of R50 000 for the year 2017/2018 and the estimates for the two projected outer years 2018/2019 and 2019/2020 for the Cacadu District Development Agency be approved.

That the annual Operating Revenue of R8.46 million and the Operating Expenditure of R8.41 million for the Cacadu District Development Agency for the financial year 2017/2018, and the indicatives for the projected medium term period 2018/2019 and 2019/2020 be approved.

The total capital and operating budget by source / type as reflected on Table D2

That the supporting information contained in the 2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

CHAPTER 3



Executive Summary

CHAPTER 3

EXECUTIVE SUMMARY

The Sarah Baartman District Municipality's projected overall spending envelope for the 2017/2018 Medium Term Budget (MTB) amounts to R140.46 million. Approximately R1 million will be invested in the office building infrastructure, vehicles, furniture and equipment.

The 2017/2018 MTREF has been prepared within the context of a fragile global economy, taking into account the implications of the rising inflation rates and the slow growth in the gross domestic product.

Within the fragile global economic environment and the local low-growth scenario, it is expected that the Sarah Baartman District Municipality's revenue base will be adversely affected. The Sarah Baartman District Municipality has also seen a slow increase in its revenue base in terms of the Levy Replacement Grant. The demarcation process whereby the District Management Areas (DMA) was incorporated in the local municipal areas has adversely impacted on the SBDM's revenue base as well. The DORA then reflected a decrease in Equitable Share revenue but is steadily increasing. The Levy Replacement Grant increased marginally from R60.6 million in the 2016/2017 to R62.2 million in the 2017/2018 financial year which creates a challenge for SBDM to perform its legal mandate together with ensuring financial sustainability in the short and medium term.

The impact of these revenue slow growth in comparison to the consumer price index increases have forced the municipality to use greater amounts of its accumulated surplus impacting negatively on its financial sustainability in the medium term. It therefore means that more should be done with less, without compromising on essential programmes or services.

In the MFMA Circular No 86, the National Treasury reminded municipalities once again of all the previous Budget Circulars' issued and highlighted important factors to consider when preparing the current 2017/2018 Medium Term Budget (MTB). These highlights were as follows:

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

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

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

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

National Treasury then issued Circular 74 to remind municipalities of the implication of all previous Circulars issued.

Accordingly, the Sarah Baartman District Municipality's 2017/2018 MTB was guided by the following principles:

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

In addressing the budget pressures, the Sarah Baartman District Municipality will continue to implement cost containment measures, mainly by scrutinizing discretionary items, not limited to the following:

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- Limiting printing, e.g. budget book, IDP, financial statements and other publications;
- Managing overtime;
- Managing breakaways;

- Managing IT costs (no unnecessary purchases of new laptops, computers, printers, etc);
- Delaying conferences and seminars;
- Re-negotiating some of the contracts where necessary; and
- Limiting purchasing of furniture

In Budget Circular 86, National Treasury requires the municipality to report on cost containment measures as National Treasury will be monitoring the implementation thereof. Based on this requirement, specific cost containment measures were identified to reduce the following categories of expenditure as follows:

Cost item	Cost containment measure
Catering	Limit catering to specific Inter Governmental Relation meetings only
Printing and Stationery	Introduction of stores for all consumables; Move to electronic Agendas; Centralise printing (one printer per floor)
Advertising	Plan advertisements of bids and vacancies - more than 1 bid per advert / more than 1 vacancy per advert
Audit fees	Make all information available for Auditor General based on Prior Year Requests For Information to reduce audit fees
Post-employment medical benefits	Consider offering settlements to members
Vehicles costs (fuel and oil, repairs and maintenance)	Centralise fleet - fleet officer identified / appointed
Publications	Limit number of publications (meet need); use social media more effectively
Electricity	Assess usage and introduce efficiencies in usage
Congress and visits	Review Travel and Subsistence Policy; Limit travelling to high priority meetings
Capital items	Review Asset Management Policy to identify timing of replacement of assets and consequences for damage / loss of assets; Employee to have either a laptop or a desktop (not both) based on job requirements

The municipality has also established a Lobby Team to assist in generating additional revenue for the municipality through accessing grants from National and Provincial Government. The intention is to assist the local municipalities in addressing key issues identified through their consultative processes which the local municipalities are not be position to implement in the 2017/18 budget year due to limited resources. The additional revenue to the municipality would be received through the raising of input value added taxation as revenue as well as a management fee.

The financial position of the Sarah Baartman District Municipality is still strong. The Sarah Baartman District Municipality achieved unqualified audit reports for nine continuous years, reflecting the drive towards financial management excellence in the Sarah Baartman District Municipality. In the 2015/2016 financial year the Sarah Baartman District Municipality achieved a spending of R133 million of the total capital and operating budget. The overall forecasted financial performance results for the 2016/2017 year however, reflects an expected total operating expenditure (including project expenditure) amounting to R132.7 million and a calculated operating deficit of R23.9 million.

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

The 2017/2018 MTB will assist in addressing the following key IDP priorities:

- Good Governance and Public Participation
- Institutional Transformation
- Financial Viability and Management
- Infrastructure and Basic Services
- Local Economic Development

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

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

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

CHAPTER 4



Annual Budget Tables

CHAPTER 4

ANNUAL BUDGET TABLES

The Sarah Baartman District Municipality's projected overall spending envelope for the 2017/2018 MTREF amounts to R140.4 million. Approximately R1 million will be invested in the office building infrastructure, furniture and equipment items.

Operating Budget

The Sarah Baartman District Municipality presents an Operating Revenue Budget of R140.4 million for the 2017/2018 financial year. This estimate represents a decrease of 13.5% on the adjusted revenue budget of the 2016/2017 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects, the prudent budgeting method to ensure financial sustainability and the phased in approach of the development facilitation role of the municipality emphasized through the Strategic Plan. The decrease in Conditional Grants allocated for projects adversely affects the amount of Interest revenue that can be generated.

The table below sets out the medium-term revenue and expenditure budget for the 2017/2018 – 2019/20 financial years.

Details	Forecast Budget 2016/2017 Rm	Budget 2017/2018 Rm	Estimate 2018/2019 Rm	Estimate 2019/2020 Rm
Revenue	108.8	140.4	125.5	121.9
Expenditure	132.7	140.4	125.5	121.9
Surplus (Deficit)	(23.9)	-	-	-

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

The Sarah Baartman District Municipality is projecting a balanced budget for 2017/18, 2018/2019 and 2019/2020. Should any surpluses be realized, these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

Projects and Programmes	R'm
Economic Development	8.3
Infrastructure Services and Planning	36.4
Municipal Manager's office	10.7
Finance and Corporate Services	1.8
Total	57.2

Financing of Projects & Programmes

Funding Sources	R'm
GRANTS: NATIONAL	3.5
DISCRETIONARY REVENUE	32.1
ACCUMULATED SURPLUS	21.1
SUNDRY CREDITORS	0.5
TOTAL	57.2

Revenue

The increase of 29% in revenue is mainly as a result of the forecasted under-spending on projects funded from Accumulated Surplus in the 2016/17 financial year. Should the spending be in line with the Adjusted Budgeted revenue, it would have resulted in a decrease of 13%. The depletion of conditional grants is also a contributing factor.

Tariffs

For the 2017/2018 year the tariffs will increase by approximately 6%

Expenditure

The actual approved budget for 2016/17 financial year including project expenditure amounted to R162.3 million. The new forecast for the period is R132.7 million which represents a decrease of 18%. This is mainly due to under-spending on project expenditure.

The 2017/2018 budget has been prepared on the basis of budget constraints. However, it is acknowledged that Sarah Baartman District Municipality still needs to fund programmes and continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community's needs.

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

Cash Position

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

Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of Sarah Baartman District Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminate basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which are;
 - o Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

DC10 Sarah Baartman - Table A1 Consolidated Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	14,767	17,262	18,055	14,000	18,375	18,375	-	18,000	17,000	16,000
Transfers recognised - operational	97,390	89,384	95,432	86,525	88,325	88,325	-	89,310	94,649	94,497
Other own revenue	29,264	2,773	14,325	42,223	55,637	2,062	-	33,044	13,866	11,392
Total Revenue (excluding capital transfers and contributions)	141,421	109,419	127,812	142,748	162,337	108,763	-	140,354	125,515	121,889
Employee costs	38,217	34,843	38,545	46,963	46,963	38,390	-	47,957	50,520	53,188
Remuneration of councillors	6,164	6,407	6,636	7,314	7,314	6,375	-	7,644	8,095	8,564
Depreciation & asset impairment	1,399	1,462	1,731	1,680	1,680	1,680	-	2,109	2,233	2,364
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195
Other expenditure	62,316	51,858	57,198	59,780	77,369	57,217	-	54,659	45,229	37,578
Total Expenditure	137,022	117,058	131,916	142,748	162,337	132,673	-	140,354	125,515	121,889
Surplus/(Deficit)	4,400	(7,639)	(4,105)	-	-	(23,911)	-	-	-	-
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	4,400	(7,639)	(4,105)	-	-	(23,911)	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	4,400	(7,639)	(4,105)	-	-	(23,911)	-	-	-	-
Capital expenditure & funds sources										
Capital expenditure	2,746	1,058	550	3,863	3,906	3,906	-	1,012	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	2,746	1,058	550	3,863	3,906	3,906	-	1,012	-	-
Total sources of capital funds	2,746	1,058	550	3,863	3,906	3,906	-	1,012	-	-
Financial position										
Total current assets	258,078	258,780	240,925	180,466	180,466	209,294	-	177,650	165,431	155,595
Total non current assets	88,685	86,241	85,447	95,490	95,490	-	-	-	-	-
Total current liabilities	36,150	42,233	30,086	24,312	24,312	-	-	-	-	-
Total non current liabilities	58,969	62,513	60,116	58,405	58,405	-	-	-	-	-
Community wealth/Equity	251,644	240,274	236,169	193,240	193,240	209,294	-	177,650	165,431	155,595
Cash flows										
Net cash from (used) operating	7,302	6,392	(15,746)	1,680	1,680	(32,306)	-	2,109	2,232	2,364
Net cash from (used) investing	(2,920)	(961)	(2,040)	(3,863)	(3,906)	(3,906)	-	(1,012)	-	-
Net cash from (used) financing	34,229	(49,923)	32,006	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	129,434	83,985	98,205	96,022	93,796	57,584	-	99,301	101,533	103,897
Cash backing/surplus reconciliation										
Cash and investments available	254,434	254,985	233,205	180,466	180,466	209,294	-	177,650	165,431	155,595
Application of cash and investments	28,088	35,410	21,836	19,818	19,862	-	-	-	-	-
Balance - surplus (shortfall)	226,346	219,575	211,368	160,648	160,604	209,294	-	177,650	165,431	155,595
Asset management										
Asset register summary (WDV)	54,420	51,030	50,232	60,280	60,280	-	-	-	-	-
Depreciation	1,399	1,462	1,731	1,680	1,680	1,680	2,109	2,109	2,233	2,364
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	640	475	627	2,100	2,100	495	631	631	670	710
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
REVENUE ITEMS:											
Property rates	6										
Total Property Rates											
<i>less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)</i>											
Net Property Rates		-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	6										
Total Service charges - electricity revenue											
<i>less Revenue Foregone (in excess of 50 kwh per indigent household per month)</i>											
<i>less Cost of Free Basis Services (50 kwh per indigent household per month)</i>											
Net Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	6										
Total Service charges - water revenue											
<i>less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)</i>											
<i>less Cost of Free Basis Services (6 kilolitres per indigent household per month)</i>											
Net Service charges - water revenue		-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue											
Total Service charges - sanitation revenue											
<i>less Revenue Foregone (in excess of free sanitation service to indigent households)</i>											
<i>less Cost of Free Basis Services (free sanitation service to indigent households)</i>											
Net Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	6										
Total refuse removal revenue											
Total landfill revenue											
<i>less Revenue Foregone (in excess of one removal a week to indigent households)</i>											
<i>less Cost of Free Basis Services (removed once a week to indigent households)</i>											
Net Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-
Other Revenue by source											
Fuel Levy		28 172	1 523	12 884	40 878	54 292	717		31 644	12 383	9 836
Other Revenue											
Total 'Other' Revenue	3 1	28 172	1 523	12 884	40 878	54 292	717	-	31 644	12 383	9 836
EXPENDITURE ITEMS:											
Employee related costs	2										
Basic Salaries and Wages		27 406	18 059	24 173	32 688	32 688	27 344		34 170	36 185	38 284
Pension and UIF Contributions		2 228	2 490	1 867	2 372	2 372	1 640		2 218	2 348	2 485
Medical Aid Contributions		4 491	9 587	6 742	6 537	6 537	5 088		6 201	6 301	6 405
Overtime		336	-	-	-	-	247		-	-	-
Performance Bonus		656	973	965	1 679	1 679	1 117		1 290	1 366	1 445
Motor Vehicle Allowance		1 735	1 544	2 919	2 459	2 459	1 664		1 566	1 658	1 755
Cellphone Allowance		160	169	370	169	169	159		181	193	204
Housing Allowances		96	393	124	234	234	213		223	237	251
Other benefits and allowances		1 111	1 638	1 385	825	825	918		2 109	2 232	2 360
Payments in lieu of leave		-	-	-	-	-	-		-	-	-
Long service awards		-	-	-	-	-	-		-	-	-
Post-retirement benefit obligations	4	-	-	-	-	-	-		-	-	-
sub-total	5	38 217	34 843	38 545	46 963	46 963	38 390		47 957	50 520	53 188
<i>Less: Employees costs capitalised to PPE</i>											
Total Employee related costs	1	38 217	34 843	38 545	46 963	46 963	38 390		47 957	50 520	53 188
Contributions recognised - capital											
<i>List contributions by contract</i>											
Total Contributions recognised - capital		-	-	-	-	-	-		-	-	-

Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		1 399	1 462	1 731	1 680	1 680	1 680		2 109	2 233	2 364
Lease amortisation											
Capital asset impairment											
Depreciation resulting from revaluation of PPE	10										
Total Depreciation & asset Impairment	1	1 399	1 462	1 731	1 680	1 680	1 680	-	2 109	2 233	2 364
Bulk purchases											
Electricity Bulk Purchases											
Water Bulk Purchases											
Total bulk purchases	1	-	-	-	-	-	-	-	-	-	-
Transfers and grants											
Cash transfers and grants		28 927	22 488	27 807	27 011	29 011	29 011	-	27 985	19 439	20 195
Non-cash transfers and grants		-	-	-	-	-	-	-	-	-	-
Total transfers and grants	1	28 927	22 488	27 807	27 011	29 011	29 011	-	27 985	19 439	20 195
Contracted services											
Information Technology		2 108	1 650	618	2 150	2 150	2 148	-	-	-	-
Security and cleaning		836	1 000	1 150	1 450	1 450	1 136	1 500	1 590	1 680	1 680
Internal Audit		1 092	75	731	600	600	441	500	600	600	600
Consultant Fees		-	509	365	365	365	200	200	200	200	200
sub-total	1	4 038	3 234	2 863	4 565	4 565	3 925	-	2 200	2 390	2 480
Allocations to organs of state:											
Electricity											
Water											
Sanitation											
Other											
Total contracted services		4 038	3 234	2 863	4 565	4 565	3 925	-	2 200	2 390	2 480
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions											
Consultant fees											
Audit fees											
General expenses	3	58 207	47 747	54 104	55 215	72 804	53 292		52 459	42 839	35 098
List Other Expenditure by Type											
Total 'Other' Expenditure	1	58 207	47 747	54 104	55 215	72 804	53 292	-	52 459	42 839	35 098
by Expenditure Item	8										
Employee related costs											
Other materials											
Contracted Services											
Other Expenditure											
Total Repairs and Maintenance Expenditure	9	-	-	-	-	-	-	-	-	-	-

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

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enable the National Treasury to compile a complete set of government reports.

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue - Functional										
Governance and administration		124 077	102 845	117 294	99 900	104 525	105 502	107 062	111 720	110 155
Executive and council		30 791	7 329	8 242	311	311	723	362	3 835	362
Finance and administration		93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		4 901	1 370	-	33 133	40 378	-	15 057	5 947	3 749
Community and social services		2 908	493	-	4 353	4 353	-	-	-	-
Sport and recreation		300	-	-	-	-	-	-	-	-
Public safety		1 693	877	-	17 410	24 716	-	14 567	5 947	3 749
Housing		-	-	-	590	590	-	490	-	-
Health		-	-	-	10 780	10 720	-	-	-	-
Economic and environmental services		7 689	4 451	10 467	9 716	16 934	3 261	18 235	7 849	7 985
Planning and development		2 855	1 563	994	7 455	14 879	1 000	16 000	5 500	5 500
Road transport		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		4 754	753	50	-	-	-	-	-	-
Energy sources		48	103	-	-	-	-	-	-	-
Water management		4 706	650	50	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
Other	4	-	-	-	-	500	-	-	-	-
Total Revenue - Functional	2	141 421	109 419	127 812	142 748	162 337	108 763	140 354	125 515	121 889
Expenditure - Functional										
Governance and administration		57 427	58 987	61 171	68 380	71 805	64 966	74 666	72 142	71 212
Executive and council		21 552	27 105	26 220	28 368	28 743	30 649	35 050	29 861	28 099
Finance and administration		35 875	31 882	34 951	40 012	43 062	34 317	39 616	42 281	43 113
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		27 574	28 480	34 583	42 713	50 159	43 234	37 796	25 463	24 640
Community and social services		2 908	3 441	2 116	1 100	10 639	10 546	8 855	10 237	8 610
Sport and recreation		300	300	59	300	300	87	-	100	100
Public safety		14 157	13 311	19 822	27 792	25 758	20 088	15 644	1 894	1 946
Housing		389	422	433	1 043	1 043	439	919	454	481
Health		9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504
Economic and environmental services		34 784	21 677	29 467	25 167	33 384	17 884	23 969	21 535	22 231
Planning and development		29 038	18 428	17 556	21 385	29 809	15 302	20 736	19 166	19 726
Road transport		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		13 584	3 616	1 167	959	959	632	1 648	1 740	782
Energy sources		41	19	-	-	-	-	-	-	-
Water management		13 400	3 597	1 167	959	959	632	1 648	1 740	782
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		144	-	-	-	-	-	-	-	-
Other	4	3 652	4 298	5 528	5 530	6 030	5 958	2 276	4 635	3 025
Total Expenditure - Functional	3	137 022	117 058	131 916	142 748	162 337	132 673	140 354	125 515	121 889
Surplus/(Deficit) for the year		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue - Functional	1									
<i>Municipal governance and administration</i>		124 077	102 845	117 294	99 990	104 525	105 502	107 052	111 720	110 155
Executive and council		30 791	7 329	8 242	311	311	723	362	3 835	362
Mayor and Council		30 791	7 329	8 242	311	311	723	362	712	362
Municipal Manager, Town Secretary and Chief Executive		-	-	-	-	-	-	-	3 123	-
Finance and administration		93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793
Administrative and Corporate Support		1 255	1 037	540	1 280	1 280	1 280	1 275	1 025	1 025
Budget and Treasury Office		86 379	93 128	105 933	95 659	100 484	101 048	102 675	105 230	107 068
Human Resources		4 601	142	825	1 150	1 150	1 150	1 200	200	200
Information Technology		-	-	360	-	-	-	-	-	-
Property Services		1 051	1 209	1 395	1 300	1 300	1 300	1 350	1 430	1 500
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		4 901	1 370	-	33 133	40 378	-	15 057	5 947	3 749
Community and social services		2 908	493	-	4 353	4 353	-	-	-	-
Disaster Management		-	-	-	4 353	4 353	-	-	-	-
Libraries and Archives		2 908	493	-	-	-	-	-	-	-
Sport and recreation		300	-	-	-	-	-	-	-	-
Sports Grounds and Stadiums		300	-	-	-	-	-	-	-	-
Public safety		1 693	877	-	17 410	24 716	-	14 567	5 947	3 749
Fire Fighting and Protection		1 693	877	-	17 410	24 716	-	14 567	5 947	3 749
Housing		-	-	-	590	590	-	490	-	-
Housing		-	-	-	590	590	-	490	-	-
Health		-	-	-	10 780	10 720	-	-	-	-
Health Services		-	-	-	10 780	10 720	-	-	-	-
Economic and environmental services		7 689	4 451	10 467	9 716	16 934	3 281	18 235	7 849	7 985
Planning and development		2 855	1 563	994	7 455	14 879	1 000	16 000	5 500	5 500
Economic Development/Planning		1 855	563	994	2 785	2 885	-	15 000	5 500	5 500
Town Planning, Building Regulations and Enforcement, and City		1 000	1 000	-	4 670	11 994	1 000	1 000	-	-
Road transport		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485
Roads		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		4 754	753	50	-	-	-	-	-	-
Energy sources		48	103	-	-	-	-	-	-	-
Electricity		48	103	-	-	-	-	-	-	-
Water management		4 706	650	50	-	-	-	-	-	-
Water Distribution		4 706	650	50	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	500	-	-	-	-
Tourism		-	-	-	-	500	-	-	-	-
Total Revenue - Functional	2	141 421	109 419	127 612	142 748	162 337	108 763	140 354	125 515	121 889
Expenditure - Functional										
<i>Municipal governance and administration</i>		57 427	58 987	61 171	68 380	71 805	64 966	74 666	72 142	71 212
Executive and council		21 552	27 105	26 220	28 368	28 743	30 649	35 050	29 861	28 099
Mayor and Council		11 087	18 605	26 220	18 640	19 015	16 022	17 903	17 853	18 794
Municipal Manager, Town Secretary and Chief Executive		10 466	8 500	-	9 728	9 728	14 627	17 147	12 008	9 315
Finance and administration		35 875	31 882	34 951	40 012	43 062	34 317	39 616	42 281	43 113
Administrative and Corporate Support		6 889	7 966	10 255	10 774	13 574	11 107	13 767	15 269	16 026
Budget and Treasury Office		21 524	18 928	18 889	20 093	20 344	16 152	16 356	17 554	17 146
Human Resources		3 081	2 022	2 301	3 259	3 203	2 549	3 095	3 296	3 415
Information Technology		2 822	2 676	3 344	3 751	3 806	3 714	4 179	3 780	4 018
Property Services		1 558	290	2 181	2 137	2 137	796	2 218	2 382	2 508
Internal audit		-	-	-	-	-	-	-	-	-
Governance Function		-	-	-	-	-	-	-	-	-
Community and public safety		27 574	28 480	34 583	42 713	50 169	43 234	37 796	25 463	24 640
Community and social services		2 908	3 441	2 116	1 100	10 639	10 546	8 855	10 237	8 610
Disaster Management		-	-	-	-	9 339	9 246	8 855	10 237	8 610
Libraries and Archives		2 908	3 441	2 116	1 100	1 300	1 300	-	-	-
Sport and recreation		300	300	59	300	300	87	-	100	100
Sports Grounds and Stadiums		300	300	59	300	300	87	-	100	100
Public safety		14 157	13 311	19 822	27 792	25 758	20 088	15 644	1 894	1 946
Fire Fighting and Protection		14 157	13 311	19 822	27 792	25 758	20 088	15 644	1 894	1 946
Housing		389	422	433	1 043	1 043	439	919	454	481
Housing		389	422	433	1 043	1 043	439	919	454	481
Health		9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504
Health Services		9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504
Economic and environmental services		34 784	21 677	29 467	25 167	33 384	17 884	23 969	21 535	22 231
Planning and development		29 038	18 428	17 556	21 385	29 809	15 302	20 738	19 166	19 726
Economic Development/Planning		11 632	8 274	12 772	11 762	11 862	4 322	10 191	12 940	13 182
Town Planning, Building Regulations and Enforcement, and City		17 406	10 154	4 785	9 623	17 947	10 980	10 545	6 226	6 544
Road transport		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505
Roads		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		13 584	3 616	1 167	959	959	632	1 648	1 740	782
Energy sources		41	19	-	-	-	-	-	-	-
Electricity		41	19	-	-	-	-	-	-	-
Water management		13 400	3 597	1 167	959	959	632	1 648	1 740	782
Water Distribution		13 400	3 597	1 167	959	959	632	1 648	1 740	782
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		144	-	-	-	-	-	-	-	-
Solid Waste Removal		144	-	-	-	-	-	-	-	-
Other		3 652	4 298	5 528	5 530	6 030	5 958	2 276	4 635	3 025
Tourism		3 652	4 298	5 528	5 530	6 030	5 958	2 276	4 635	3 025
Total Expenditure - Functional	3	137 022	117 058	131 916	142 748	162 337	132 673	140 354	125 515	121 889
Surplus/(Deficit) for the year		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-

DC:10 Sarah Baartman - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

R	thousand	Ref	Description	Vote 1 - Executive and Council	Vote 2 - Finance and Corporate Services	Vote 3 - Planning and Infrastructure development	Vote 4 - Health	Vote 5 - Community Services	Vote 6 - Housing	Vote 7 - Public Safety	Vote 8 - Sport and Recreation	Vote 9 - Waste Management	Vote 10 - Roads	Vote 11 - Water	Vote 12 - Electricity	Vote 13 - Tourism	Vote 14 - (NAME OF VOTE 14)	Vote 15 - (NAME OF VOTE 15)	Total	
		1	Revenue By Source																	
			Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Service charges - other	-	1 350	-	-	-	-	-	-	-	-	-	-	-	-	-	1 350	-
			Rental of facilities and equipment	-	18 000	-	-	-	-	-	-	-	-	-	-	-	-	-	18 000	-
			Interest earned - external investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Licences and permits	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-	50	-
			Agency services	362	1 225	15 000	-	-	490	14 567	-	-	-	-	-	-	-	-	31 644	-
			Other revenue	-	86 075	1 000	-	-	-	-	-	-	2 235	-	-	-	-	-	89 310	-
			Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Gains on disposal of PPE	362	106 700	16 000	-	-	490	14 567	-	-	2 235	-	-	-	-	-	140 354	-
			Total Revenue (excluding capital transfers and contribution)																	
			Expenditure By Type																	
			Employee related costs	8 942	20 459	8 469	1 588	-	429	6 594	-	-	-	674	-	802	-	-	47 957	-
			Remuneration of councillors	7 644	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7 644	-
			Debt impairment	-	-	-	-	-	-	319	-	-	-	1	-	1	-	-	2 109	-
			Finance charges	575	904	176	133	-	-	-	-	-	-	-	-	-	-	-	-	-
			Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Other materials	-	2 100	100	-	-	-	-	-	-	-	-	-	-	-	-	2 200	-
			Contracted services	-	1 690	1 000	-	-	-	-	-	-	2 235	-	-	-	-	-	4 925	-
			Transfers and subsidies	-	16 646	10 992	-	-	490	17 585	-	-	-	-	973	1 473	-	-	75 519	-
			Other expenditure	15 706	-	-	10 657	-	-	-	-	-	-	-	-	-	-	-	-	-
			Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Total Expenditure	32 867	41 759	20 736	12 378	-	919	24 498	-	-	3 233	1 648	-	2 276	-	-	140 354	-
			Surplus/(Deficit) transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	(32 505)	64 901	(4 736)	(12 376)	-	(429)	(9 931)	-	-	(998)	(1 648)	-	(2 276)	-	-	-	-
			Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	(429)	(9 931)	-	(998)	-	(1 648)	-	(2 276)	-	-	-	-
			Surplus/(Deficit) after capital transfers & contributions	(32 505)	64 901	(4 736)	(12 378)	-	(429)	(9 931)	-	(998)	-	(1 648)	-	(2 276)	-	-	-	-

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

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of Sarah Baartman District Municipality.

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

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
Revenue by Vote	1									
Vote 1 - Executive and Council		30 791	7 329	8 242	3 596	3 596	723	15 362	9 335	5 862
Vote 2 - Finance and Corporate Services		93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793
Vote 3 - Planning and Infrastructure development		2 855	1 563	994	4 170	11 594	1 000	1 000	-	-
Vote 4 - Health		-	-	-	10 780	10 720	-	-	-	-
Vote 5 - Community Services		2 908	493	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	590	590	-	490	-	-
Vote 7 - Public Safety		1 693	877	-	21 763	29 069	-	14 567	5 947	3 749
Vote 8 - Sport and Recreation		300	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485
Vote 11 - Water		4 706	650	50	-	-	-	-	-	-
Vote 12 - Electricity		48	103	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	500	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	141 421	109 419	127 812	142 748	162 337	108 763	140 354	125 515	121 889
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		33 759	37 270	32 167	37 046	37 421	30 499	43 875	39 416	37 867
Vote 2 - Finance and Corporate Services		34 453	30 084	33 682	39 371	42 421	33 689	38 984	41 612	42 406
Vote 3 - Planning and Infrastructure development		18 397	10 060	12 878	13 348	21 772	16 080	12 543	10 280	10 665
Vote 4 - Health		9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504
Vote 5 - Community Services		2 908	3 441	2 116	1 100	1 300	1 300	-	-	-
Vote 6 - Housing		389	422	433	1 043	1 043	439	919	454	481
Vote 7 - Public Safety		14 157	13 311	19 822	27 792	35 098	29 333	24 498	12 130	10 555
Vote 8 - Sport and Recreation		300	300	59	300	300	87	-	100	100
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505
Vote 11 - Water		13 400	3 597	1 167	959	959	632	1 648	1 740	782
Vote 12 - Electricity		41	19	-	-	-	-	-	-	-
Vote 13 - Tourism		3 652	4 298	5 528	5 530	6 030	5 958	2 276	4 635	3 025
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	137 022	117 058	131 916	142 748	162 337	132 673	140 354	125 515	121 889
Surplus/(Deficit) for the year	2	4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-

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

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
Revenue by Vote										
Vote 1 - Executive and Council	1	30 791	7 329	8 242	3 596	3 596	723	15 362	9 335	5 862
1.1 - Council's expenses		29 401	6 455	6 890	311	311	723	362	712	362
1.4 - Capacity building		1 279	874	461	-	-	-	-	3 123	-
1.8 - Management - Economic Development					3 285	3 285	-	15 000	5 500	5 500
1.9 - Management - Planning and Infr Development					-	-	-	-	-	-
1.10 - Other		111		891	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		93 285	95 515	109 052	99 589	104 214	104 778	106 700	107 885	109 793
2.1 - Financial Accounting Division				14		250	614	-	-	-
2.2 - Revenue Collection		85 144	92 103	105 413	95 814	100 189	100 389	102 825	105 177	107 012
2.3 - Payroll Administration		40		45	45	45	45	50	53	56
2.4 - Information Technology				360	-	-	-	-	-	-
2.5 - Pensioners Expenditure - Roadworks		3 272		520	1 250	1 250	1 250	1 250	1 000	1 000
2.7 - Finance Management and Support		1 236	1 025		-	-	-	-	-	-
2.8 - Public Relations		71	167	325	150	150	150	200	200	200
2.9 - People Management		3 524	2 221	2 376	2 330	2 330	2 330	2 375	1 455	1 525
2.10 - Other		2 855	1 563	994	4 170	11 594	1 000	1 000	-	-
Vote 3 - Planning and Infrastructure development					4 170	11 188	1 000	1 000	-	-
3.3 - Project Management				994		100				
3.4 - Local Economic Development		2 855	1 563	994		306				
3.5 - Planning Unit					10 780	10 720	-	-	-	-
Vote 4 - Health					10 780	10 720	-	-	-	-
4.2 - Environmental Health							-	-	-	-
Vote 5 - Community Services		2 908	493							
5.2 - Libraries		2 908	493		590	590	-	490	-	-
Vote 6 - Housing					590	590	-	490	-	-
6.1 - Housing Coordinator							-		-	-
Vote 7 - Public Safety		1 693	877		21 763	29 069	-	14 567	5 947	3 749
7.1 - Disaster Management					4 353	4 353	-			
7.2 - Fire Services		1 693	877		17 410	24 716	-	14 567	5 947	3 749
Vote 8 - Sport and Recreation		300					-			
8.1 - Sport grounds		300					-			
Vote 9 - Waste Management										
Vote 10 - Roads		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485
10.1 - Roads and Transport		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485
Vote 11 - Water		4 706	650	50						
11.1 - Water Services Authority		4 706	650	50						
Vote 12 - Electricity		48	103							
12.1 - Electricity - Other		48	103							
Vote 13 - Tourism						500				
13.1 - Tourism, Promotion and Development						500				
Vote 14 - [NAME OF VOTE 14]										
Vote 15 - [NAME OF VOTE 15]										
Total Revenue by Vote	2	141 421	109 419	127 812	142 748	162 337	108 763	140 354	125 515	121 889

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

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
Expenditure by Vote										
Vote 1 - Executive and Council		33 759	37 270	32 167	37 046	37 421	30 499	43 875	39 416	37 867
1.1 - Council's expenses		6 418	11 455	8 000	5 469	5 789	3 527	5 058	5 331	5 619
1.2 - Office of the speaker		1 583	2 026	1 681	2 377	2 452	1 629	2 089	2 166	2 254
1.3 - Office of the municipal manager		1 816	2 015	2 627	2 399	2 399	1 789	9 253	2 374	2 501
1.4 - Capacity building		1 552	1 494	1 745	971	971	905	2 644	4 202	1 138
1.5 - Performance management		731	687	716	877	877	731	909	954	1 006
1.6 - Mayoral committee		5 376	5 767	5 969	6 521	6 521	7 137	6 237	6 604	6 982
1.7 - Management - Finance and Corporate Services		1 565	1 797	1 268	2 059	2 059	1 305	2 183	2 079	2 185
1.8 - Management - Economic Development		8 916	6 916	3 135	6 832	6 832	6 066	7 221	7 856	7 984
1.9 - Management - Planning and Infr Development		1 725	1 452	1 543	1 846	1 846	1 120	1 604	1 659	1 784
1.10 - Other		4 065	3 661	5 482	7 695	7 695	6 290	6 679	6 153	6 414
Vote 2 - Finance and Corporate Services		34 453	30 084	33 682	39 371	42 421	33 689	38 984	41 612	42 406
2.1 - Financial Accounting Division		7 022	8 092	8 159	8 888	9 138	8 079	6 713	7 527	6 844
2.2 - Revenue Collection			1 065	1 218	998	998	733	810	859	906
2.3 - Payroll Administration		838	724	750	811	811	771	870	926	979
2.4 - Information Technology		2 822	2 676	3 344	3 751	3 806	3 714	4 179	3 780	4 018
2.5 - Pensioners Expenditure - Roadworks		3 272	3 168	-	-	-	37	-	-	-
2.6 - Security and Cleaning		1 220	1 467	1 509	1 969	1 969	1 634	2 232	2 368	2 502
2.7 - Finance Management and Support		1 403	807	1 437	1 665	1 665	712	1 525	1 617	1 709
2.8 - Public Relations		2 055	1 928	2 173	2 678	2 678	2 062	1 536	2 318	2 350
2.9 - People Management		2 081	1 982	1 891	2 409	2 353	1 825	2 281	2 504	2 579
2.10 - Other		13 740	8 125	13 202	16 203	19 004	14 121	18 838	19 711	20 520
Vote 3 - Planning and Infrastructure development		18 397	10 060	12 878	13 348	21 772	16 080	12 543	10 280	10 865
3.1 - GIS Specialist		385	318	151	695	695	675	526	549	580
3.2 - HOD - Planning Unit		16	26	27	10	10	9	-	-	-
3.3 - Project Management		12 885	6 847	1 279	5 025	13 043	8 603	5 991	1 796	1 893
3.4 - Local Economic Development		2 716	1 358	9 637	4 301	4 401	4 322	2 306	4 381	4 454
3.5 - Planning Unit		2 385	1 511	1 785	2 048	2 354	1 843	2 424	2 182	2 288
3.6 - Trade and Investment					629	629	-	664	703	744
3.7 - Planning and Infra - Admin Support					641	641	629	632	669	707
Vote 4 - Health		9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504
4.1 - Primary Health Care					-	-	-	-	-	-
4.2 - Environmental Health		9 500	10 373	11 467	11 692	11 632	11 342	11 558	11 908	12 586
4.3 - Environmental Health Management		320	634	685	786	786	733	820	871	918
4.4 - Clinics					-	-	-	-	-	-
Vote 5 - Community Services		2 908	3 441	2 116	1 100	1 300	1 300	-	-	-
5.1 - Cemeteries - Other					-	-	-	-	-	-
5.2 - Libraries		2 908	3 441	2 116	1 100	1 300	1 300	-	-	-
Vote 6 - Housing		389	422	433	1 043	1 043	439	919	454	481
6.1 - Housing Coordinator		389	422	433	1 043	1 043	439	919	454	481
6.3 - [Name of sub-vote]					-	-	-	-	-	-
Vote 7 - Public Safety		14 157	13 311	19 822	27 792	35 098	29 333	24 498	12 130	10 555
7.1 - Disaster Management		5 462	6 082	8 761	9 557	9 557	9 246	8 855	10 237	8 610
7.2 - Fire Services		8 696	7 229	11 061	18 235	25 540	20 088	15 644	1 894	1 946
Vote 8 - Sport and Recreation		300	300	59	300	300	87	-	100	100
8.1 - Sport grounds		300	300	59	300	300	87	-	100	100
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505
10.1 - Roads and Transport		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505
Vote 11 - Water		13 400	3 597	1 167	959	959	632	1 648	1 740	782
11.1 - Water Services Authority		13 400	3 597	1 167	959	959	632	1 648	1 740	782
Vote 12 - Electricity		41	19	-	-	-	-	-	-	-
12.1 - Electricity - Other		41	19	-	-	-	-	-	-	-
Vote 13 - Tourism		3 652	4 298	5 528	5 530	6 030	5 958	2 276	4 635	3 025
13.1 - Tourism, Promotion and Development		3 652	4 298	5 528	5 530	6 030	5 958	2 276	4 635	3 025
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	137 022	117 058	131 915	142 748	162 337	132 673	140 354	125 515	121 889
Surplus/(Deficit) for the year	2	4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-

Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Total revenue is R140.4 million in 2017/18, decreases to R125.5 million in 2018/19 and to R121.9 million by 2019/20.
2. Transfers recognised – operating; includes the local government equitable share and other operating grants from national and provincial government.

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		1 051	1 209	1 395	1 300	1 300	1 300		1 350	1 430	1 500
Interest earned - external investments		14 767	17 262	18 055	14 000	18 375	18 375		18 000	17 000	16 000
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-	-
Agency services		40	42	46	45	45	45		50	53	56
Transfers and subsidies		97 390	89 384	95 432	86 525	88 325	88 325		89 310	94 649	94 497
Other revenue	2	28 172	1 523	12 884	40 878	54 292	717		31 644	12 383	9 836
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		141 421	109 419	127 812	142 748	162 337	108 763		140 354	125 515	121 889
Expenditure By Type											
Employee related costs	2	38 217	34 843	38 545	46 963	46 963	38 390	-	47 957	50 520	53 188
Remuneration of councillors		6 164	6 407	6 636	7 314	7 314	6 375		7 644	8 095	8 564
Debt impairment	3	-	293	-	-	-	-		-	-	-
Depreciation & asset impairment	2	1 399	1 462	1 731	1 680	1 680	1 680		2 109	2 233	2 364
Finance charges		-	-	-	-	-	-		-	-	-
Bulk purchases	2	-	-	-	-	-	-		-	-	-
Other materials	8	-	-	-	-	-	-		-	-	-
Contracted services		4 038	3 234	2 863	4 565	4 565	3 925		2 200	2 390	2 480
Transfers and subsidies		28 927	22 488	27 807	27 011	29 011	29 011		27 965	19 439	20 195
Other expenditure	4, 5	58 207	47 747	54 104	55 215	72 804	53 292		52 459	42 839	35 098
Loss on disposal of PPE		71	584	230	-	-	-		-	-	-
Total Expenditure		137 022	117 058	131 916	142 748	162 337	132 673		140 354	125 515	121 889
Surplus/(Deficit)		4 400	(7 639)	(4 105)			(23 911)				
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-		-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-		-	-	-
Surplus/(Deficit) after capital transfers & contributions		4 400	(7 639)	(4 105)			(23 911)				
Taxation		-	-	-	-	-	-		-	-	-
Surplus/(Deficit) after taxation		4 400	(7 639)	(4 105)			(23 911)				
Attributable to minorities		-	-	-	-	-	-		-	-	-
Surplus/(Deficit) attributable to municipality		4 400	(7 639)	(4 105)			(23 911)				
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-		-	-	-
Surplus/(Deficit) for the year		4 400	(7 639)	(4 105)			(23 911)				

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

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. There is no capital funds budgeted in the two outer years.

DC10 Sarah Baartman - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure, to be appropriated	2										
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure development		-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		-	-	293	1 129	1 162	1 162	-	30	-	-
Vote 2 - Finance and Corporate Services		2 746	1 058	257	2 101	2 101	2 101	-	906	-	-
Vote 3 - Planning and Infrastructure development		-	-	128	634	644	644	-	17	-	-
Vote 4 - Health		-	-	726	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	59	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		2 746	1 058	1 403	3 863	3 906	3 906	-	1 012	-	-
Total Capital Expenditure - Vote		2 746	1 058	1 403	3 863	3 906	3 906	-	1 012	-	-
Capital Expenditure - Functional											
Governance and administration		2 746	1 058	550	3 229	3 273	3 273	-	-	-	-
Executive and council		-	-	293	1 129	1 172	1 172	-	-	-	-
Finance and administration		2 746	1 058	257	1 999	1 999	1 999	-	-	-	-
Internal audit		-	-	-	102	102	102	-	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	-	634	634	634	-	-	-	-
Planning and development		-	-	-	634	634	634	-	-	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	2 746	1 058	550	3 863	3 906	3 906	-	-	-	-
Funded by:											
National Government		-	-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		2 746	1 058	550	3 863	3 906	3 906	-	-	-	-
Total Capital Funding	7	2 746	1 058	550	3 863	3 906	3 906	-	-	-	-

DC10 Sarah Baartman - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure development		-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Capital expenditure - Municipal Vote											
Single-year expenditure appropriation	2										
Vote 1 - Executive and Council		-	-	293	1 129	1 162	1 162	-	30	-	-
1.1 - Council's expenses		-	-	42	1 010	1 043	1 043	-	20	-	-
1.2 - Office of the speaker		-	-	-	10	10	10	-	10	-	-
1.3 - Office of the municipal manager		-	-	8	-	-	-	-	-	-	-
1.4 - Capacity building		-	-	12	-	-	-	-	-	-	-
1.5 - Performance management		-	-	4	21	21	21	-	-	-	-
1.6 - Mayoral committee		-	-	-	-	-	-	-	-	-	-
1.7 - Management - Finance and Corporate Services		-	-	-	26	26	26	-	-	-	-
1.8 - Management - Economic Development		-	-	192	-	-	-	-	-	-	-
1.9 - Management - Planning and Infr Development		-	-	28	28	28	28	-	-	-	-
1.10 - Other		-	-	8	35	35	35	-	-	-	-
Vote 2 - Finance and Corporate Services		2 746	1 058	257	2 101	2 101	2 101	-	906	-	-
2.1 - Financial Accounting Division		686	-	-	-	-	-	-	-	-	-
2.2 - Revenue Collection		3	-	-	2	2	2	-	-	-	-
2.3 - Payroll Administration		-	-	3	-	-	-	-	-	-	-
2.4 - Information Technology		970	118	200	200	200	200	-	200	-	-
2.5 - Pensioners Expenditure - Roadworks		-	-	-	-	-	-	-	-	-	-
2.6 - Security and Cleaning		-	-	-	-	-	-	-	-	-	-
2.7 - Finance Management and Support		22	-	-	-	-	-	-	-	-	-
2.8 - Public Relations		-	-	4	-	-	-	-	-	-	-
2.9 - People Management		56	278	50	46	46	46	-	22	-	-
2.10 - Other		1 008	662	-	1 854	1 854	1 854	-	685	-	-
Vote 3 - Planning and Infrastructure development		-	-	128	634	644	644	-	17	-	-
3.1 - GIS Specialist		-	-	-	-	-	-	-	-	-	-
3.2 - HOD - Planning Unit		-	-	-	-	-	-	-	-	-	-
3.3 - Project Management		-	-	12	604	604	604	-	-	-	-
3.4 - Local Economic Development		-	-	8	30	40	40	-	-	-	-
3.5 - Planning Unit		-	-	108	-	-	-	-	17	-	-
Vote 4 - Health		-	-	726	-	-	-	-	-	-	-
4.2 - Environmental Health		-	-	726	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	59	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	59	-	-
7.1 - Disaster Management		-	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
8.1 - Sport grounds		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		2 746	1 058	1 403	3 863	3 906	3 906	-	1 012	-	-
Total Capital Expenditure		2 746	1 058	1 403	3 863	3 906	3 906	-	1 012	-	-

Explanatory notes to Table A6 - Budgeted Financial Position

- 1 Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. Table A6 is supported by an extensive table of notes (SA3) which provides a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions non current;
 - Changes in net assets; and
 - Reserves

DC10 Sarah Baartman - Table A6 Consolidated Budgeted Financial Position

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
ASSETS											
Current assets											
Cash		-	-	-	-	-	-	-	-	-	-
Call investment deposits	1	254,434	254,985	233,205	180,466	180,466	209,294	-	177,650	165,431	155,595
Consumer debtors	1	934	2,675	5,071	-	-	-	-	-	-	-
Other debtors		2,710	1,119	2,649	-	-	-	-	-	-	-
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	-	-	-	-	-	-	-	-	-	-
Total current assets		258,078	258,780	240,925	180,466	180,466	209,294	-	177,650	165,431	155,595
Non current assets											
Long-term receivables		232	182	188	182	182	-	-	-	-	-
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		25,598	25,963	25,963	25,963	25,963	-	-	-	-	-
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	28,736	24,981	24,183	34,230	34,230	-	-	-	-	-
Agricultural		-	-	-	-	-	-	-	-	-	-
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		87	87	87	87	87	-	-	-	-	-
Other non-current assets		34,034	35,028	35,028	35,028	35,028	-	-	-	-	-
Total non current assets		88,685	86,241	85,447	95,490	95,490	-	-	177,650	165,431	155,595
TOTAL ASSETS		346,763	345,020	326,372	275,956	275,956	209,294	-	177,650	165,431	155,595
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	-	-	-	-	-	-	-
Borrowing	4	3,984	3,897	3,849	3,897	3,897	-	-	-	-	-
Consumer deposits		-	-	-	-	-	-	-	-	-	-
Trade and other payables	4	31,377	37,921	25,518	20,000	20,000	-	-	-	-	-
Provisions		789	414	719	414	414	-	-	-	-	-
Total current liabilities		36,150	42,233	30,086	24,312	24,312	-	-	-	-	-
Non current liabilities											
Borrowing		-	-	-	-	-	-	-	-	-	-
Provisions		58,969	62,513	60,116	58,405	58,405	-	-	-	-	-
Total non current liabilities		58,969	62,513	60,116	58,405	58,405	-	-	-	-	-
TOTAL LIABILITIES		95,119	104,746	90,203	82,717	82,717	-	-	-	-	-
NET ASSETS	5	251,644	240,274	236,169	193,240	193,240	209,294	-	177,650	165,431	155,595
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		175,134	163,316	159,212	115,430	115,430	131,529	-	177,650	165,431	155,595
Reserves	4	76,510	76,958	76,958	77,810	77,810	77,765	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	251,644	240,274	236,169	193,240	193,240	209,294	-	177,650	165,431	155,595

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

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

DC10 Sarah Baartman - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates									-	-	-
Service charges									-	-	-
Other revenue		24,833	1,751	6,671	42,223	42,223	3,248		33,044	13,866	11,392
Government - operating	1	90,967	85,541	86,419	86,525	86,525	87,139		89,310	94,649	94,497
Government - capital	1	-	-	-	-	-	-		-	-	-
Interest		14,645	16,900	18,277	14,000	14,000	18,375		18,000	17,000	16,000
Dividends		-	-	-	-	-	-		-	-	-
Payments											
Suppliers and employees		(96,616)	(75,296)	(97,441)	(114,057)	(114,057)	(114,057)		(110,260)	(103,844)	(99,330)
Finance charges		-	(782)	(0)	-	-	-		-	-	-
Transfers and Grants	1	(26,527)	(21,722)	(29,670)	(27,011)	(27,011)	(27,011)		(27,985)	(19,439)	(20,195)
NET CASH FROM/(USED) OPERATING ACTIVITIES		7,302	6,392	(15,746)	1,680	1,680	(32,306)	-	2,109	2,232	2,364
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		35	47	205	-	-	-		-	-	-
Decrease (increase) in non-current debtors		-	49	(837)	-	-	-		-	-	-
Decrease (increase) other non-current receivables		(209)	-	(5)	-	-	-		-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-		-	-	-
Payments											
Capital assets		(2,746)	(1,058)	(1,403)	(3,863)	(3,906)	(3,906)		(1,012)	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		(2,920)	(961)	(2,040)	(3,863)	(3,906)	(3,906)	-	(1,012)	-	-
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-		-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-		-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-		-	-	-
Payments											
Repayment of borrowing		34,229	(49,923)	32,006	-	-	-		-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		34,229	(49,923)	32,006	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		38,611	(44,492)	14,220	(2,183)	(2,226)	(36,212)	-	1,097	2,232	2,364
Cash/cash equivalents at the year begin:	2	90,823	128,477	83,985	98,205	96,022	93,796		98,205	99,301	101,533
Cash/cash equivalents at the year end:	2	129,434	83,985	98,205	96,022	93,796	57,584		99,301	101,533	103,897

Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

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

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Cash and investments available											
Cash/cash equivalents at the year end	1	129,434	83,985	98,205	96,022	93,796	57,584	-	99,901	101,533	103,897
Other current investments > 90 days		125,000	171,000	135,000	84,444	86,670	151,709	-	78,348	63,898	51,698
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		254,434	254,985	233,205	180,466	180,466	209,294	-	177,650	165,431	155,595
Application of cash and investments											
Unspent conditional transfers		12,856	9,013	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	15,231	26,397	21,836	19,818	19,862	-	-	-	-	-
Other provisions		-	-	-	-	-	-	-	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	6	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		28,088	35,410	21,836	19,818	19,862	-	-	-	-	-
Surplus(shortfall)		226,346	219,575	211,368	160,648	160,604	209,294	-	177,650	165,431	155,595

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. This Table is not completed by the municipality as the basic services are provided by the Local Municipalities within the District and the required information is included in the budget documents of the respective Local Municipalities.

DC10 Sarah Baartman - Table A10 Consolidated basic service delivery measurement

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
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		-	-	-	-	-	-	-	-	-

PART 2

SUPPORTING DOCUMENTATION

CHAPTER 5



Overview Of The Annual Budget Process

CHAPTER 5

Overview of the annual budget process

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

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

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

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

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2016) a time schedule that sets out the process to prepare the new IDP and the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2016. Key dates applicable to the process were:

- | | |
|--------------|--|
| ○ 11/03/2017 | 1 st Budget Steering Committee meeting |
| ○ 20/03/2017 | Mayoral Committee where draft budget presented and adopted |
| ○ 29/03/2017 | Council to approve draft budget |
| ○ 01/04/2017 | Public participation process |
| ○ 05/05/2017 | Public participation ends |
| ○ 09/05/2017 | 2 nd Budget Steering Committee meeting |
| ○ 10/05/2017 | Mayoral Committee where draft budget presented and adopted |
| ○ 24/05/2017 | Council to approve final budget |
| ○ 01/06/2017 | Submit drat budget to National and Provincial Treasury |

IDP and Service Delivery and Budget Implementation Plan

The SBDM 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 5-year IDP included the following key processes and deliverables:

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

The IDP has been taken into a business and financial planning process leading up to the new 5-year IDP which commenced with the 2017/2018 MTREF and will be reviewed annually. The business planning process has been refined to align the IDP to the key national and provincial priorities and current economic circumstances.

With the compilation of the new 5-year IDP, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the performance against the previous 5-year Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2017/18 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2017/18 MTREF:

- Dependence on grant funding
- Dependence on interest income
- Consequences of the utilisation of the accumulated surplus
- Policy priorities and strategic objectives
- Amended strategies emanating from the Strategic Plan
- Economic climate and trends
- Performance trends
- The approved 2016/17 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Investment possibilities
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 66, 70, 74, 78, 82, 85 and 86 has been taken into consideration in the planning and prioritisation process.

Community Consultation

The draft 2017/18 MTREF as tabled before Council on 29 March 2017 for community consultation was published on the municipality's website, and hard copies were made available in the District, municipal notice boards and various libraries. The opportunity to give electronic feedback was also communicated on the SBDM website.

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

Submissions received during the local municipality and community consultation process and additional information regarding revenue and expenditure and individual capital projects were considered as part of the finalisation of the 2017/18 MTREF within the limited resources of the municipality. Feedback and responses to the submissions received are available on request.

CHAPTER 6



Overview Of Alignment Of The Annual Budget With The IDP

CHAPTER 6

Overview of alignment of annual budget with IDP

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

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

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

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the SBDM, 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 SBDM strategically complies with the key national and provincial priorities.

The aim is to 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 SBDM response to these requirements.

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 2017/18 MTREF and further planning refinements that have directly informed the compilation of the budget:

IDP Strategic Objectives

In order to ensure integrated and focused service delivery between all spheres of government it was important for the SBDM 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. Good Governance and Public Participation
2. Institutional Transformation
3. Financial Viability and Management
4. Infrastructure and Basic Services
5. Local Economic Development

The 2017/18 MTREF has therefore been directly informed by the new IDP process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

This process has translated into a Municipal Standard Chart of Accounts budget.

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

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

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand												
CAPACITY BUILDING AND SUPPORT TO LMS				129,178	100,912	117,294	99,900	104,725	105,502	115,062	111,720	110,155
COMMUNITY SERVICES				241	1,370	-	32,543	39,788	-	14,567	5,947	3,749
ECONOMIC DEVELOPMENT				1,855	30	-	2,785	3,185	-	6,000	5,500	5,500
INFRASTRUCTURE INVESTMENTS				10,147	7,107	10,518	7,521	14,639	3,261	4,725	2,349	2,485
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	141,421	109,419	127,812	142,748	162,337	108,763	140,354	125,515	121,889

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

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
R thousand													
CAPACITY BUILDING AND SUPPORT TO LMS				62,079	58,121	62,551	67,838	73,393	58,388	74,697	72,276	71,348	
COMMUNITY SERVICES				14,457	28,381	36,939	41,370	47,515	41,408	36,627	24,909	24,059	
ECONOMIC DEVELOPMENT				17,732	9,691	11,947	16,863	17,263	16,346	11,803	16,873	15,463	
INFRASTRUCTURE INVESTMENTS				42,753	20,864	20,479	16,677	24,166	16,532	17,227	11,458	11,019	
Allocations to other priorities													
Total Expenditure				1	137,022	117,058	131,916	142,748	162,337	132,673	140,354	125,515	121,889

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

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand												
Not linked to IDP strategic objectives due to the nature of the entity - no infrastructural assets		A		2,746	1,058	1,403	3,863	3,906	3,906	1,012	-	-
		B										
		C										
		D										
		E										
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	2,746	1,058	1,403	3,863	3,906	3,906	1,012	-	-

DC10 Sarah Baartman - Supporting Table SA7 Measureable performance objectives

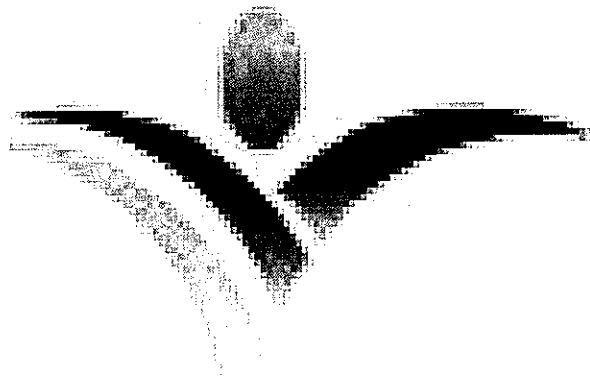
Description	Unit of measurement	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Vote 1 - vote name	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure's description										
Sub-function 2 - (name)										
Insert measure's description										
Sub-function 3 - (name)										
Insert measure's description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure's description										
Sub-function 2 - (name)										
Insert measure's description										
Sub-function 3 - (name)										
Insert measure's description										
Vote 2 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure's description										
Sub-function 2 - (name)										
Insert measure's description										
Sub-function 3 - (name)										
Insert measure's description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure's description										
Sub-function 2 - (name)										
Insert measure's description										
Sub-function 3 - (name)										
Insert measure's description										
Vote 3 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure's description										
Sub-function 2 - (name)										
Insert measure's description										
Sub-function 3 - (name)										
Insert measure's description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure's description										
Sub-function 2 - (name)										
Insert measure's description										
Sub-function 3 - (name)										
Insert measure's description										
And so on for the rest of the Votes										

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

DC10 Sarah Baartman - Entities measureable performance objectives

Description	Unit of measurement	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Entity 1 - (name of entity)										
Insert measure's description										
Entity 2 - (name of entity)										
Insert measure's description										
Entity 3 - (name of entity)										
Insert measure's description										
And so on for the rest of the Entities										

CHAPTER 7



Measurable Performance Objectives & Indicators

CHAPTER 7

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

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

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

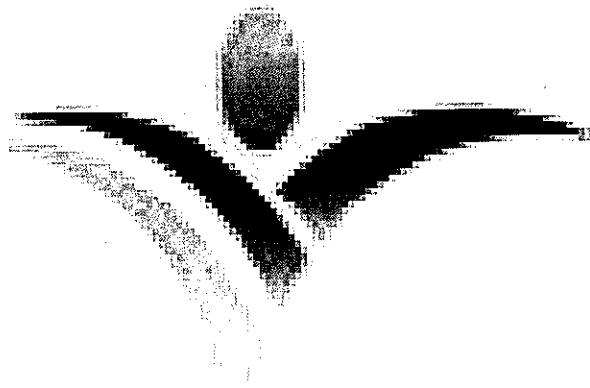
DC10 Sarah Baartman - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	-25.0%	42.6%	-24.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	-77.7%	249.2%	-98.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
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%
Liquidity											
Current Ratio	Current assets/current liabilities	7.1	6.1	8.0	7.4	7.4	-	-	-	-	-
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	7.1	6.1	8.0	7.4	7.4	-	-	-	-	-
Liquidity Ratio	Monetary Assets/Current Liabilities	7.0	6.0	7.8	7.4	7.4	-	-	-	-	-
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	2.7%	3.6%	6.2%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))										
Creditors to Cash and Investments		14.3%	34.4%	26.0%	20.8%	21.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kWh)										
	Total Cost of Losses (Rand '000)										
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Total Cost of Losses (Rand '000)										
Employee costs	Employee costs/(Total Revenue - capital revenue)	27.0%	31.8%	30.2%	32.9%	28.9%	35.3%	0.0%	34.2%	40.3%	43.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	31.4%	37.7%	35.3%	41.6%	36.6%	45.6%		39.1%	46.0%	49.9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.5%	0.4%	0.5%	1.5%	1.3%	0.5%		0.4%	0.5%	0.6%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.0%	1.3%	1.4%	1.2%	1.0%	1.5%	0.0%	1.5%	1.8%	1.9%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	0.7	(1.5)	2.3	4.0	4.0	4.0	-	3.0	1.9	1.7
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	346.6%	313.9%	553.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	11.5	27.7	9.1	10.7	9.6	7.0	-	11.2	12.5	12.7

DC10 Sarah Baartman Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2017/18 Medium Term Revenue & Expenditure Framework				Current Year 2016/17				2015/16	2014/15	2013/14		
			Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Pre-audit outcome	Original Budget	Adjusted Budget	Full Year Forecast	Audited Outcome					
Funding measures															
Cash/cash equivalents at the year end - R'000	18(1)b	1	99,301	101,533	103,897	-	96,022	93,796	57,584	98,205	83,985	129,434	1	18(1)b	
Cash + investments at the yr end less applications - R'000	18(1)b	2	177,650	165,431	155,595	-	160,648	160,604	209,294	211,368	219,575	226,346	2	18(1)b	
Cash year end/monthly employee/supplier payments	18(1)b	3	11.2	12.5	12.7	-	10.7	9.6	7.0	9.1	27.7	11.5	3	18(1)b	
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	-	-	-	-	-	-	(23,911)	(4,105)	(7,639)	4,400	4	18(1)	
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	N.A.	5	18(1)a,(2)	
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	100.0%	100.0%	100.0%	0.0%	100.0%	75.9%	157.5%	46.6%	63.1%	84.9%	6	18(1)a,(2)	
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7	18(1)a,(2)	
Capital payments % of capital expenditure	18(1)c,(19)	8	100.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	8	18(1)c,(19)	
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9	18(1)c	
Grants % of Govt. legislated/gazetted allocations	18(1)a	10	0.0%	0.0%	0.0%	0.0%	(100.0%)	0.0%	0.0%	103.4%	4.1%	N.A.	10	18(1)a	
Current consumer debtors % change - incr(decr)	18(1)a	11	(100.0%)	0.0%	0.0%	0.0%	(2.7%)	0.0%	(100.0%)	2.8%	(21.3%)	N.A.	11	18(1)a	
Long term receivables % change - incr(decr)	18(1)a	12	0.0%	0.0%	0.0%	0.0%	6.1%	6.1%	0.0%	2.6%	1.9%	2.2%	12	18(1)a	
R&M % of Property Plant & Equipment	20(1)(vi)	13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13	20(1)(vi)	
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%	14	20(1)(vi)	

CHAPTER 8



Overview Of Budget- Related Policies

CHAPTER 8

OVERVIEW OF BUDGET-RELATED POLICIES

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

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

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policy;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- Petty Cash Policy;
- Asset Management Policy; and
- Enterprise Risk Management Policy

The following amendments to the policies were made:

Tariff Policy

Part 2: General Principles –

Under – “The following services shall be considered:” – “Sale of livestock or plants” must be deleted.

Petty Cash Policy

1. Petty Cash Purchases –

“ For the purposes of this policy, the maximum amount of petty cash purchases is limited to R1 000 (VAT incl) per day per Directorate” must be changed to R2 000 (VAT incl) per day per Directorate.

Supply Chain Management Policy

The policy required amendments due to the changes in regulations as well as required changes through Circular issued by National Treasury. The policy was amended taking the following sources into account –

- Preferential Procurement Regulations, 2017
- B-BBEE Code of Good Conduct

- MFMA Circular 77 - Model SCM Policy for Infrastructure Procurement and Delivery Management
- MFMA Circular 81 - Web Based Central Supplier Database (CSD)
- MFMA Circular 83 – Etender Portal

All the other policies remain relevant and therefore there were no other changes to the above policies.

It should however be noted that the following policies are in the process of being revised, outside of the budget process, due to the following:

Virement Policy

This policy will be directly affected by the introduction of mSCOA in terms of how monies can be viremented within votes. The municipality is in the process of obtaining clarity on this matter and this policy will need to be effective from 1 July 2017, which is the effective date for mSCOA compliance.

Asset Management Policy

During the year, many weaknesses within this policy were identified in terms of the safeguarding of assets, consequences on loss / damages of assets and replacement of assets. This policy is therefore under major revision.

Based on the above, these policies require major revisions. Once all the necessary clarifications on these policies are attained, the policies will follow the normal consultative processes and tabled to Council for approval.

CHAPTER 9



Overview Of Budget Assumptions

CHAPTER 9

OVERVIEW OF BUDGET ASSUMPTIONS

The 2017/18 – 2019/20 Medium Term Budget has been prepared in a volatile global and local economic market which appears to be gaining momentum in a positive direction. Internal and external factors have been considered in ensuring that realistic and accurate budget assumptions have been adopted in the preparation of a credible budget.

Global Economic Trends

Global growth for 2016 is now estimated at 3.1 percent, in line with the October 2016 forecast. Economic activity is forecast to accelerate in 2017–18, with global growth projected to be 3.4 percent and 3.6 percent, respectively, again unchanged from the October forecasts.

Advanced economies are now projected to grow by 1.9 percent in 2017 and 2.0 percent in 2018, 0.1 and 0.2 percentage points more than in the October forecast, respectively. As noted, this forecast is particularly uncertain in light of potential changes in the policy stance of the United States under the incoming administration. The projection for the United States is the one with the highest likelihood among a wide range of possible scenarios. It assumes a fiscal stimulus that leads growth to rise to 2.3 percent in 2017 and 2.5 percent in 2018.

Growth projections for 2017 have also been revised upward for Germany, Japan, Spain, and the United Kingdom, mostly on account of a stronger-than-expected performance during the latter part of 2016. These upward revisions more than offset the downward revisions to the outlook for Italy and Korea.

The primary factor underlying the strengthening global outlook over 2017–18 is, however, the projected pickup in EMDEs' growth. This projection reflects to an important extent a gradual normalization of conditions in a number of large economies that are currently experiencing macroeconomic strains. EMDE growth is currently estimated at 4.1 percent in 2016, and is projected to reach 4.5 percent for 2017, around 0.1 percentage point weaker than the October forecast. A further pickup in growth to 4.8 percent is projected for 2018.

Risks to the global growth outlook are two sided but are assessed to be skewed to the downside, especially over the medium term. Recent political developments highlight a fraying consensus about the benefits of cross-border economic integration. A potential widening of global imbalances coupled with sharp exchange rate movements, should those occur in response to major policy shifts, could further intensify protectionist pressures. Increased restrictions on global trade and migration would hurt productivity and incomes, and take an immediate toll on market sentiment.

South African Economy

South Africa is a medium-sized economy with a gross domestic product of R4.0trillion and a population of 55 million. While GDP per capital measurements place SA in the middle income category, the country's high level of income inequality means a significant percentage of the population still lives in poverty, although the percentage has reduced on considerable service

delivery since 1994. The manufacturing and finance sectors are the largest contributors to the economy, with the latter the greatest formal private sector employer.

The South African economy is likely to grow by 1.5% in 2016, afflicted by severe electricity constraints and the downturn in the global commodity cycle. Policy uncertainty, labour unrest and resultant investor uncertainty have also undermined SA's potential growth trajectory in recent years, although South Africa is actively working to ease electricity supply constraints in the longer-term. Economic growth will be constrained in the next few years by infrastructure constraints, albeit easing somewhat toward the end of the period, with the global economy also likely to have reached trend growth by 2019.

Greater unity in the ruling tripartite alliance, with the aim of increasing the ease of doing business, is needed to ensure SA achieves the aims of the National Development Plan (NDP), an economic framework for the country until 2030 that aims to eradicate poverty and reduce inequality and unemployment, the latter to single digits, via sustained, accelerated real growth that trebles the size of the economy and private business sector.

Radical socio-economic transformation was defined "as fundamental change in the structure, systems, institutions and patterns of ownership, management and control of the economy in favour of all South Africans, especially the poor, the majority of whom are African and female, as defined by the governing party which makes policy for the democratic government."

Transformative efforts will be driven by increased state intervention via "legislation, regulations, licensing, budget and procurement as well as Broad-based Black Economic Empowerment Charters to influence the behaviour of the private sector".

Legislation to enforce the transformation outlined in the SONA pertained mainly to land reform, the mining sector, property and public procurement:

- Land reform and land redistribution will continue to be carried out using Constitutional means in terms of the Expropriation Act, which has been referred back to parliament to address Constitutional inconsistencies. The President also made an appeal to land claimants to "accept land instead of financial compensation" with over 90% of claims currently settled through financial compensation.
- The Mining Charter, which is currently under review and according to the Minister of Mineral Resources will be finalised by the end of March 2017, aims to secure the "right of the state to exercise sovereignty over all the mineral and petroleum resources" and "de-racialise the ownership of the mining industry." In addition, the Minerals and Petroleum Resources Development Amendment Bill is expected to be concluded by June 2017. In terms of direct state involvement in mining, the "Mining Company of South Africa Bill" will be presented to Cabinet and Parliament during the course of 2017.
- A draft "Property Practitioners Bill will be published by the Department of Human Settlements" in a bid to address the low levels of Black representation in the property sector.

- o Government procurement initiatives are a policy lever to stimulate industrial development and small business enterprises. “(N)ew regulations making it compulsory for big contractors to subcontract 30 percent of business to black owned enterprises have been finalised” will take effect in April 2017.

With the focus on transformation and regulatory action, the SONA provided little in the way of defined new policy initiatives to place the economy on a sustainable faster economic growth path. The SONA reaffirmed that policy continues to be guided by the 9 point economic plan that was announced in the 2015 SONA. However, it was acknowledged that “the economy is still not growing fast enough to create the jobs we need”. Indeed, the unemployment rate has reached 13 year highs.

Contributing to weak economic growth, and by extension to higher unemployment, has been the persistence of legislative and regulatory uncertainty. Policy uncertainty is perceived to have restrained private sector investment which has ultimately dampened potential economic growth. Efforts to finalise the national minimum wage, mining sector legislation as well as improved labour relations, as evidenced by the absence of prolonged strike action in 2016, could lend some support to business confidence. Additionally, electricity generation capacity has increased as new builds come online. Notably, the President reaffirmed the government’s commitment to the Independent Power Producers (IPP) Programme and that “Eskom will sign the outstanding power purchase agreements for renewable energy in line with the procured rounds.” No announcement was made regarding the commissioning of the new nuclear power stations which is likely to alleviate concerns over potential fiscal impacts.

The Budget will maintain the path of fiscal consolidation, particularly as South Africa’s sovereign credit rating remains at risk of a downgrade. Specifically, both S&P and Fitch rate South Africa one notch above non-investment grade, with a negative outlook. The SONA highlighted the government sensitivity to the threat of a sovereign credit rating downgrade by acknowledging that a downgrade would have a “significant impact on our economy.” As such, it can be expected that there will be ongoing concerted efforts to lower the budget deficit and stabilise debt levels.

Socio Economic Trends in the District – Background and Basic Demographic

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

Census 2011 puts the country’s average age at 25, an indicator that South Africa, albeit getting slightly older compared to the two previous censuses, continues to have a youthful population. The average age according to the 1996 and 2001 census was 22 and 23 respectively. The country has a relatively youthful population, and just over a third of the population was under the age of 15.

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

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

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

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

District Economy

Local municipalities are:

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

In the 2016/17 financial year, 3 local municipalities in the District, former Camdeboo, Ikwezi and Baviaans Municipality amalgamated to form Dr Beyers Naude Local Municipality with the intention of the creating a financially viable and sustainable municipality that would be able to deliver basic services to its community in an improved manner.

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

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

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

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

Opportunities

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

- Wool and mohair can provide the raw material for a growing apparel and garments industry, growing initially from the existing small weavers and craft co-operatives, but diversifying into high-value hand knitted fashion items.
- Furniture has high potential with existing forestry in Tsitsikamma and Grahamstown. High-value custom-made hand-crafted furniture will have higher potential and can develop local employment, with limited opportunities for hardwood furniture.
- Leather and leather goods are already a small local industry, with a base in Grahamstown. The potential lies in high-value fashion leather goods and clothing, automotive seat leather and in exotic hides and skins. As livestock revives, the industry can expand.
- Tourism has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district. A strong base in beach, marina and sports tourism, including surfing, can be developed further. The district has many diverse attractions and has already established tourism to link up and promote tourism.
- Downstream opportunities in the Energy Industry – job creation, skills development, SMME development, etc.

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

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

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

The Sarah Baartman District Municipality's Progress Development Indicators

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

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

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

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

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

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

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

The current situation in Sarah Baartman requires:

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

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

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital;
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years; and
- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions

Summary of Budget Assumptions

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

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

Supporting Table: Social, Economic and Demographic Statistics and Assumptions

Description of Indicator	2013/2014	2014/2015	2015/2016	2016/2017	2016/2017
Demographics					
Population (Census 2011)					
Economic					
Inflation / inflation outlook (CPIX)	5,6	5,4	5,8	6,0	6,4
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A
Interest rate – investment	6	6.5	6.5	7,0	7,0
Remuneration increases	6.5	6.8	6.0	7,0	7,0
Collection Rates					
Property tax / services charges	n/a	n/a	n/a	n/a	n/a
Rental of facilities & equipment	97%	97%	98%	99%	100%
Interest – external investments	100%	100%	100%	100%	100%
Interest – debtors	97%	97%	98%	99%	100%
Revenue from agency services	100%	100%	100%	100%	100%

CHAPTER 10



Overview of Budget Funding

CHAPTER 10

OVERVIEW OF BUDGET FUNDING

Review of past performance

Operating expenditure

The overall financial performance results for the 2016/2017 financial year forecasts an operating deficit of R23.9 million. Included in this forecasted deficit are amounts of Accumulated Surplus allocated to projects, based on budget principles and procedures. This is therefore a budgeted deficit and not a real deficit which can only be calculated after the financial year end.

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

Details	Forecasted Actuals 2015/2016
Revenue	108.8
Expenditure	132.7
Operating Deficit	(23.9)

Expenditure exceeds Revenue by an amount of R23.9 million.

BUDGET STRATEGIES

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

FINANCIAL CHALLENGES AND CONSTRAINTS

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

The SBDM still faces two main financial challenges:

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

In the ever evolving local government environment there are significant challenges for municipalities to meet legislative requirements, particularly in the areas of governance and the MFMA. The SBDM's efforts to comply with the Municipal Finance Management Act as well as all relevant legislation and the audit opinion are a good example. In order to meet these ever increasing obligations, new skills, systems, additional financial resources and personnel are required.

Over the last few years, staff numbers have remained constant, with compliance requirements increasing and additional functions to be performed. The increased payroll costs is due to inflation increases and is been funded from interest earnings, equitable share and the Levy Replacement Grant.

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the SBDM to become even more reliant on interest earnings and accumulated surplus to finance operating expenditure. The SBDM's Equitable Share Grant (including Levy Replacement Grant) increased by a mere 3.4%, whilst payroll costs increased by 7%. The municipality's effort to balance the budget, to achieve financial sustainability in the medium term remains a challenge.

While SBDM expected the equitable share to increase in line with the CPIX figures provided in the Treasury circular, this did not materialize.

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

- Can plan and manage strategically;
- Can prioritize and spend funds efficiently on development programmes; and
- Promote the development facilitation role.

In respect of the first, it believes that its new approach to strategic planning through its support and capacity building initiatives to the Local Municipalities is a step in the right direction.

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

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

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

2.2 Main Sources of Revenue

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R85 million for the 2017/2018 financial year. The allocations for the outer years are R88 million and R91 million respectively, which represents an increase of 3.5% and 3.4% respectively. The review of the local government fiscal framework by NT has had a significant impact on the SBDM's revenue budget with the phasing out of RSC levies; the municipality is now exclusively dependent on grant funding to finance its operations.

The new direction of the municipality in playing a more extensive role in supporting the Local Municipalities through lobbying for funding for key infrastructure projects is intended to provide a new revenue stream for the municipality. Also, the initiatives planned to assess the feasibility on the municipality performing mandated functions itself, which are currently being performed by the Local Municipalities, may create additional revenue streams for the municipality.

The estimated income from our main sources of discretionary revenue for the 2017/2018 financial year amounts to R102.8 million, this excludes other Income.

These are:

Income Source	Budget 2016/2017	Budget 2017/2018	Increase/ Decrease
	R	R	%
Interest on Investments	18.4	18.0	(2.2)
Equitable Share	21.4	22.6	5.6
Levy Replacement Grant	60.6	62.2	2.6
Total	100.4	102.8	2.4

Financial Sustainability

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

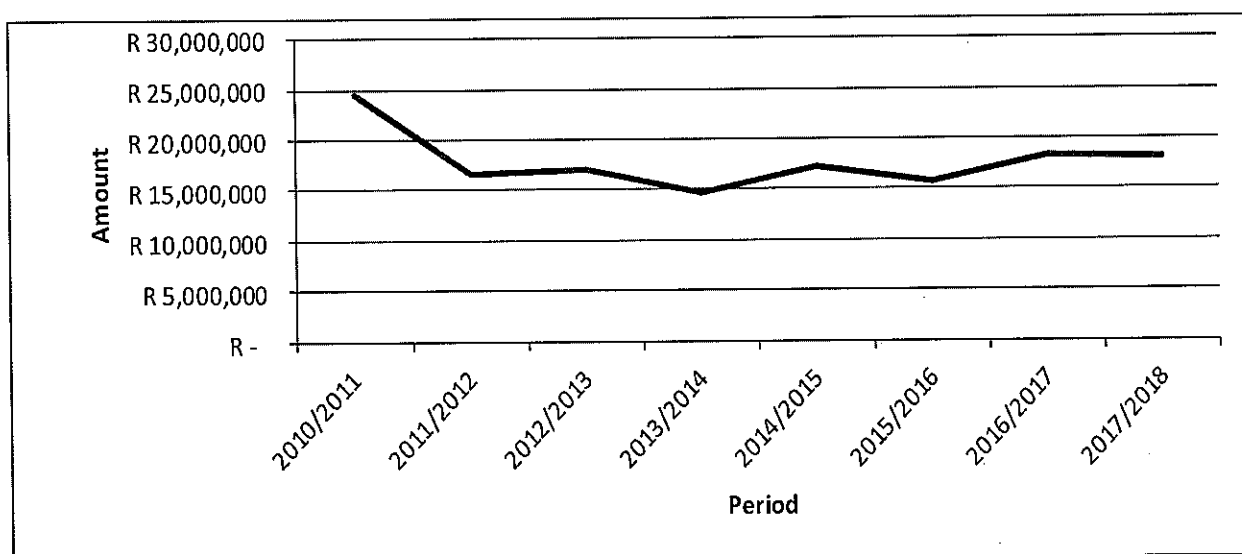
Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

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

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

In order to respond to these challenges, the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and add value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the Accumulated Surplus Account. It has only been possible to maintain service standards through the use of interest on investments to finance operating expenditure. In the 2017/18 Operating Budget it is estimated that an amount of R18 million will be used to finance operating expenditure. This represents 17.5% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 7% being earned in the 2016/17 financial year. Interest rates are being increased and currently money invested earns an average of 7 % interest. Detailed below is a graph which gives an indication of how interest earnings have been used to balance the budget.

Growth in the use of interest to finance Operating Expenditure



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

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

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

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

It is, however, incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of the accumulated surplus until a clearer picture emerges of future district municipality's revenue sources. The municipality is confident that the new strategic direction as reflected in the IDP will result in the municipality benefiting from supporting the Local Municipalities in lobbying initiatives for key infrastructure needs within the District as well as the limitations placed on the utilization of the accumulated surplus and innovative cost containment measures.

Capital expenditure

Capital expenditure for the 2017/2018 financial year is detailed in Annexure "E".

Funding sources

The capital expenditure will be funded from Accumulated Surpluses. In 2017/2018 financial year, approximately R1 million will be financed from Accumulated surpluses.

Funding arrangements and strategies

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

Short term funding

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

As part of innovative initiatives to be investigated by the municipality, the option of front-loading will be considered to assist the Local Municipalities to fast-track service delivery in an attempt to enhance the revenue base of the municipalities to assist in addressing the financial sustainability risk facing the municipalities.

Investments

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

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

Measures of financial performance

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

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

	Bench- mark	2015/16	2016/17	2017/18
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	30%	34%	33%	39%

Current ratio

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

Salaries ratio

Employee costs represent 36% of the total expenditure including project expenditure for the 2017/18 financial year. It should however be pointed out that the payroll costs as a percentage of the discretionary revenue is 50%.

Ratio analysis

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

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

Challenges

The Sarah Baartman District Municipality is facing the following challenges:

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

Financial Risks

The financial risks include:

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

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

The long-term financial plan has taken a conservative approach in projecting the Sarah Baartman District Municipality's financial position in the outer years.

The Sustainability Assessment Report clearly identifies the risks of the current funding strategies and highlights the going concern risk that faces the municipality, thus forcing the municipality to limit the utilization of its accumulated surplus to avoid future cash flow problems in the medium term.

Statement of tariff setting and revenue strategies

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

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

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

For the 2017/18 financial year tariff increases for the major services were driven by the following broad considerations:

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

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

It should however be noted that the revenue generated through the tariffs set is insignificant as the municipality do not charge tariffs for basic services. Also, the Environmental Health and Fire Services functions of the municipality are performed by the local municipalities and no tariffs were previously charged for these functions.

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

CHAPTER 11



Expenditure On Allocations And Grant Programme

DC10 Sarah Baartman - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		77,620	85,538	86,282	86,525	88,325	88,325	89,310	94,649	94,497
Local Government Equitable Share		19,258	22,501	21,827	21,420	21,420	21,420	22,641	24,097	25,048
RSC Levy Replacement		55,833	57,507	58,932	60,594	60,594	60,594	62,184	64,080	65,964
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000
Municipal Systems Improvement		1,279	934	940	-	-	-	-	3,123	-
Restructuring grant		-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	3,346	3,333	3,261	5,061	5,061	3,235	2,349	2,485
Provincial Government:		14,691	3,846	9,150	-	-	-	-	-	-
Pensioners		4,581	3,846	4,983	-	-	-	-	-	-
Other grants		10,110	-	4,167	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		3,941	-	-	1,000	1,000	1,000	1,000	-	-
Local Municipality		3,941	-	-	1,000	1,000	1,000	1,000	-	-
Other grant providers:		1,138	-	-	-	-	-	-	-	-
Development Bank of SA		1,138	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	97,390	89,384	95,432	87,525	89,325	89,325	90,310	94,649	94,497
Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Local Municipality		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Development Bank of SA		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		97,390	89,384	95,432	87,525	89,325	89,325	90,310	94,649	94,497

DC10 Sarah Baartman - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
EXPENDITURE:										
Operating expenditure of Transfers and Grants										
National Government:		77,620	85,538	86,282	86,525	88,325	88,325	89,310	94,649	94,497
Local Government Equitable Share		19,258	22,501	21,827	21,420	21,420	21,420	22,641	24,097	25,048
RSC Levy Replacement		55,833	57,507	58,932	60,594	60,594	60,594	62,184	64,080	65,964
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000
Municipal Systems Improvement		1,279	934	940	-	-	-	-	3,123	-
Restructuring grant		-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	3,346	3,333	3,261	5,061	5,061	3,235	2,349	2,485
Provincial Government:		12,945	-	-	-	-	-	-	-	-
Pensioners		4,581	-	-	-	-	-	-	-	-
Other grants		8,364	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	1,000	1,000	1,000	1,000	1,000	-	-
Local Municipality		-	-	1,000	1,000	1,000	1,000	1,000	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Development Bank of SA		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants:		90,565	85,538	87,282	87,525	89,325	89,325	90,310	94,649	94,497
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Local Municipality		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Development Bank of SA		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		90,565	85,538	87,282	87,525	89,325	89,325	90,310	94,649	94,497

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Operating transfers and grants:										
National Government:										
Balance unspent at beginning of the year		280	-	-	-	-	-	-	-	-
Current year receipts		80,133	85,538	86,282	86,525	86,525	86,525	89,310	94,649	94,497
Conditions met - transferred to revenue		80,413	85,538	86,282	86,525	86,525	86,525	89,310	94,649	94,497
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year		19,617	1,235	-	-	-	-	-	-	-
Current year receipts		-	598	9,150	-	-	-	-	-	-
Conditions met - transferred to revenue		11,898	1,833	9,150	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		7,719	-	-	-	-	-	-	-	-
District Municipality:										
Balance unspent at beginning of the year		2,118	3,114	-	-	-	-	-	-	-
Current year receipts		5,797	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		3,941	1,557	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		3,973	1,557	-	-	-	-	-	-	-
Other grant providers:										
Balance unspent at beginning of the year		1,168	456	-	-	-	-	-	-	-
Current year receipts		456	-	-	-	1,800	1,800	-	-	-
Conditions met - transferred to revenue		1,138	456	-	-	1,800	1,800	-	-	-
Conditions still to be met - transferred to liabilities		466	-	-	-	-	-	-	-	-
Total operating transfers and grants revenue		97,390	89,384	95,432	86,525	88,325	88,325	89,310	94,649	94,497
Total operating transfers and grants - CTBM	2	12,178	1,557	-	-	-	-	-	-	-
Capital transfers and grants:										
National Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		97,390	89,384	95,432	86,525	88,325	88,325	89,310	94,649	94,497
TOTAL TRANSFERS AND GRANTS - CTBM		12,178	1,557	-	-	-	-	-	-	-

CHAPTER 12



Allocation And Grants Made By The Municipality

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Cash Transfers to other municipalities											
<i>Environmental Health Subsidy</i>	1	7,699	9,020	9,500	10,000	10,000	10,000		10,000	10,590	11,210
<i>Fire Services</i>		8,851	2,125	4,732	8,000	10,000	10,000		8,500		
Total Cash Transfers To Municipalities:		14,550	11,145	14,232	18,000	20,000	20,000	-	18,500	10,590	11,210
Cash Transfers to Entities/Other External Mechanisms											
<i>Environmental Health Subsidy</i>	2										
<i>Development Agency</i>		4,957	4,000	1,000	4,500	4,500	4,500		5,000	5,500	5,500
<i>Grant operating expenditure</i>		9,419	7,343	12,575	4,511	4,511	4,511		4,485	3,349	3,485
Total Cash Transfers To Entities/Ems'		14,376	11,343	13,575	9,011	9,011	9,011	-	9,485	8,849	8,985
Cash Transfers to other Organs of State											
<i>Environmental Health Subsidy</i>	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
<i>Environmental Health Subsidy</i>											
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
<i>Environmental Health Subsidy</i>											
Total Cash Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195
Non-Cash Transfers to other municipalities											
<i>Insert description</i>	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
<i>Environmental Health Subsidy</i>	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
<i>Environmental Health Subsidy</i>	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
<i>Environmental Health Subsidy</i>	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
<i>Environmental Health Subsidy</i>	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195

CHAPTER 13



Councillor and Board Members Allowances and Employee Benefits

DC10 Sarah Baartman - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand		A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)	1									
Basic Salaries and Wages		3,929	4,158	4,363	4,722	4,722	4,338	4,748	5,028	5,320
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		1,893	1,381	1,415	1,546	1,546	1,419	1,547	1,638	1,734
Cellphone Allowance		250	250	210	250	250	165	286	302	320
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		91	618	619	796	796	454	1,063	1,126	1,191
Sub Total - Councillors		6,164	6,407	6,607	7,314	7,314	6,375	7,644	8,095	8,564
% increase	4		4.0%	3.1%	10.7%	-	(12.8%)	19.9%	5.9%	5.8%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		4,277	4,592	4,924	3,393	3,393	3,573	5,239	5,548	5,870
Pension and UIF Contributions		389	415	436	226	226	93	102	108	114
Medical Aid Contributions		57	60	61	-	-	53	62	65	69
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		154	164	325	253	253	64	310	328	347
Motor Vehicle Allowance	3	605	564	564	713	713	324	516	547	578
Cellphone Allowance	3	25	25	25	25	25	27	37	39	42
Housing Allowances	3	6	6	7	-	-	9	10	10	11
Other benefits and allowances	3	137	148	153	67	67	113	159	168	177
Payments in lieu of leave		-	-	-	-	-	2	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		5,650	5,974	6,495	4,677	4,677	4,258	6,434	6,813	7,208
% increase	4		5.7%	8.7%	(28.0%)	-	(9.0%)	51.1%	5.9%	5.8%
Other Municipal Staff										
Basic Salaries and Wages		23,035	19,040	16,768	29,295	29,295	23,771	28,930	30,637	32,414
Pension and UIF Contributions		1,839	1,791	1,431	2,146	2,146	1,547	2,116	2,241	2,371
Medical Aid Contributions		4,434	4,631	6,681	6,537	6,537	4,778	5,361	5,411	5,464
Overtime		336	321	-	-	-	247	-	-	-
Performance Bonus		501	575	640	1,427	1,427	1,053	980	1,038	1,098
Motor Vehicle Allowance	3	1,130	958	940	1,746	1,746	1,340	1,050	1,112	1,176
Cellphone Allowance	3	135	135	135	144	144	132	144	153	163
Housing Allowances	3	90	105	117	234	234	204	214	227	240
Other benefits and allowances	3	979	1,191	613	758	758	803	1,950	2,065	2,183
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff		32,480	28,748	27,325	42,286	42,286	33,875	40,745	42,883	45,108
% increase	4		(11.5%)	(4.9%)	54.8%	-	(19.9%)	20.3%	5.2%	5.2%
Total Parent Municipality		44,293	41,130	40,427	54,277	54,277	44,508	54,822	57,791	60,881
			(7.1%)	(1.7%)	34.3%	-	(18.0%)	23.2%	5.4%	5.3%

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		87	120	126	108	108	108	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-
Sub Total - Board Members of Entities		87	120	126	108	108	108	-	-
% increase	4		38.0%	4.6%	(14.3%)	-	-	(100.0%)	-
Senior Managers of Entities									
Basic Salaries and Wages		-	-	1,811	1,944	1,944	1,944	-	-
Pension and UIF Contributions		-	-	4	4	4	4	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-
Performance Bonus		-	-	220	136	136	136	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	18	19	19	19	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		-	-	2,053	2,103	2,103	2,103	-	-
% increase	4				2.4%	-	-	(100.0%)	-
Other Staff of Entities									
Basic Salaries and Wages		-	-	2,550	2,730	2,730	2,730	-	-
Pension and UIF Contributions		-	-	6	7	7	7	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	162	162	162	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	19	28	28	28	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-
Sub Total - Other Staff of Entities		-	-	2,575	2,927	2,927	2,927	-	-
% increase	4				13.7%	-	-	(100.0%)	-
Total Municipal Entities		87	120	4,754	5,138	5,138	5,138	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		44,381	41,250	45,180	59,415	59,415	49,646	54,822	57,791
% increase	4		(7.1%)	9.5%	31.5%	-	(16.4%)	10.4%	5.4%
TOTAL MANAGERS AND STAFF	5,7	38,130	34,722	38,447	51,993	51,993	43,163	47,178	49,696

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

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
Councillors	3							
Speaker	4		507,200	10,500	213,900			731,600
Chief Whip			-	-	-			-
Executive Mayor			634,000	12,300	272,500			918,800
Deputy Executive Mayor			-	-	-			-
Executive Committee			2,377,400	50,300	987,000			3,414,700
Total for all other councillors			1,229,600	52,700	1,296,300			2,578,600
Total Councillors	8	-	4,748,200	125,800	2,769,700			7,643,700
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1,098,700	25,900	196,200	76,100		1,396,900
Chief Finance Officer			911,200	16,600	159,000	62,200		1,149,000
Director: Infrastructure			911,200	16,600	159,000	62,200		1,149,000
Director: Economic Development			911,200	16,600	159,000	62,200		1,149,000
<i>List of each official with packages >= senior manager</i>								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total Senior Managers of the Municipality	8,10	-	3,832,300	75,700	673,200	262,700		4,843,900
A Heading for Each Entity	6,7							
List each member of board by designation								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total for municipal entities	8,10	-	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	8,580,500	201,500	3,442,900	262,700		12,487,600

DC10 Sarah Baartman - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2015/16			Current Year 2016/17			Budget Year 2017/18			
		Number	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)			30	-	30	30	-	30	30	-	30
Board Members of municipal entities	4	5	-	-	5	-	-	5	-	-	5
Municipal employees	5										
Municipal Manager and Senior Managers	3	4	-	-	4	-	-	4	-	-	4
Other Managers	7	15	-	-	15	-	-	15	-	-	15
Professionals		7	5	2	7	5	2	7	5	2	
<i>Finance</i>		6	4	2	6	4	2	6	4	2	
<i>Spatial/town planning</i>		-	-	-	-	-	-	-	-	-	
<i>Information Technology</i>		1	1	-	1	1	-	1	1	-	
<i>Roads</i>		-	-	-	-	-	-	-	-	-	
<i>Electricity</i>		-	-	-	-	-	-	-	-	-	
<i>Water</i>		-	-	-	-	-	-	-	-	-	
<i>Sanitation</i>		-	-	-	-	-	-	-	-	-	
<i>Refuse</i>		-	-	-	-	-	-	-	-	-	
<i>Other</i>		-	-	-	-	-	-	-	-	-	
Technicians		24	11	13	24	11	13	24	11	13	
<i>Finance</i>		8	3	5	8	3	5	8	3	5	
<i>Spatial/town planning</i>		1	-	1	1	-	1	1	-	1	
<i>Information Technology</i>		-	-	-	-	-	-	-	-	-	
<i>Roads</i>		-	-	-	-	-	-	-	-	-	
<i>Electricity</i>		-	-	-	-	-	-	-	-	-	
<i>Water</i>		-	-	-	-	-	-	-	-	-	
<i>Sanitation</i>		-	-	-	-	-	-	-	-	-	
<i>Refuse</i>		-	-	-	-	-	-	-	-	-	
<i>Other</i>		15	8	7	15	8	7	15	8	7	
Clerks (Clerical and administrative)		25	18	7	25	18	7	25	18	7	
Service and sales workers		7	4	3	7	4	3	7	4	3	
Skilled agricultural and fishery workers		-	-	-	-	-	-	-	-	-	
Craft and related trades		-	-	-	-	-	-	-	-	-	
Plant and Machine Operators		-	-	-	-	-	-	-	-	-	
Elementary Occupations		-	-	-	-	-	-	-	-	-	
TOTAL PERSONNEL NUMBERS	9	117	38	79	117	38	79	117	38	79	
% Increase											
Total municipal employees headcount	6, 10	106	33	73	106	33	73	90	32	58	
Finance personnel headcount	8, 10	23	9	14	23	9	14	23	8	12	
Human Resources personnel headcount	8, 10	3	1	2	3	1	2	3	1	2	

CHAPTER 14



Monthly Targets For Revenue, Expenditure And Cash Flow

DC:10 Sarah Baartman - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

R thousand	Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework								
															Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20						
			July	August	Sept.	October	November	December	January	February	March	April	May	June									
	Revenue By Source																						
	Property rates		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - water revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - other		113	113	113	113	113	113	113	113	113	113	113	113	113	113	113	113	113	113	113	113	113
	Rental of facilities and equipment		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
	Interest earned - external investments		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Licences and permits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Agency services		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
	Transfers and subsidies		37,414	400	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748	25,748
	Other revenue		2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637
	Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Revenue (excluding capital transfers and contribution)		41,668	4,254	4,654	4,254	30,002	4,254	4,254	30,002	4,254	4,254	4,254	4,254	4,254	4,254	4,254	4,254	4,254	4,254	4,254	4,254	4,254
	Expenditure By Type																						
	Employee related costs		3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996
	Remuneration of councillors		637	637	637	637	637	637	637	637	637	637	637	637	637	637	637	637	637	637	637	637	637
	Debt impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Depreciation & asset impairment		176	176	176	176	176	176	176	176	176	176	176	176	176	176	176	176	176	176	176	176	176
	Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Bulk purchases		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other materials		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Contracted services		183	183	183	183	183	183	183	183	183	183	183	183	183	183	183	183	183	183	183	183	183
	Transfers and subsidies		6,996	2,332	2,332	2,332	2,332	13,993	13,993	4,664	4,664	4,664	4,664	4,664	4,664	4,664	4,664	4,664	4,664	4,664	4,664	4,664	4,664
	Other expenditure		3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638	3,638
	Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Expenditure		15,527	8,531	10,863	8,531	11,531	22,523	8,531	15,531	13,195	8,531	8,531	8,531	8,531	8,531	8,531	8,531	8,531	8,531	8,531	8,531	8,531
	Surplus/(Deficit)		26,141	(4,277)	(6,209)	(4,277)	18,471	(18,270)	(4,277)	14,471	(8,941)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)
	Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) after capital transfers & contributions		26,141	(4,277)	(6,209)	(4,277)	18,471	(18,270)	(4,277)	14,471	(8,941)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)
	Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit)		1	(4,277)	(6,209)	(4,277)	18,471	(18,270)	(4,277)	14,471	(8,941)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)	(4,277)

References
1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

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

R thousand	Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework				
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20		
			Revenue by Vote																
	Vote 1 - Executive and Council		417	417	417	417	8,417	417	417	417	417	417	417	1,417	417	417	1,778	9,335	5,862
	Vote 2 - Finance and Corporate Services		35,753	1,823	1,823	1,823	27,270	1,823	1,823	1,823	1,823	1,823	1,823	27,270	1,823	1,823	1,823	107,885	109,793
	Vote 3 - Planning and Infrastructure development		83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	-	-
	Vote 4 - Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	490	-	-
	Vote 7 - Public Safety		-	1,821	1,821	1,821	-	1,821	1,821	1,821	1,821	1,821	1,821	-	1,821	1,821	-	5,947	3,749
	Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 10 - Roads		-	279	279	279	-	279	279	279	279	279	279	-	279	279	-	2,349	2,485
	Vote 11 - Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Revenue by Vote		36,253	4,423	4,423	4,423	35,770	4,423	4,423	4,423	4,423	4,423	4,423	28,770	4,423	4,423	4,174	125,515	121,889
	Expenditure by Vote to be appropriated																		
	Vote 1 - Executive and Council		2,990	2,990	2,990	2,990	10,990	2,990	2,990	2,990	2,990	2,990	2,990	3,990	2,990	2,990	1,989	39,416	37,867
	Vote 2 - Finance and Corporate Services		3,232	3,232	3,232	3,232	3,231	3,231	3,231	3,231	3,231	3,231	3,231	3,231	3,231	3,231	3,433	41,612	42,406
	Vote 3 - Planning and Infrastructure development		995	995	995	995	995	995	995	995	995	995	995	995	995	995	1,595	10,280	10,665
	Vote 4 - Health		1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	12,778	13,504
	Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	919	454	481
	Vote 7 - Public Safety		2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,271	12,130	10,555
	Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100	100
	Vote 9 - Waste Management		269	269	269	269	269	269	269	269	269	269	269	269	269	269	274	2,369	2,505
	Vote 10 - Roads		75	75	75	75	75	75	75	75	75	75	75	75	75	75	825	1,740	782
	Vote 11 - Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 13 - Tourism		156	156	156	156	156	156	156	156	156	156	156	156	156	156	559	4,635	3,025
	Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Expenditure by Vote		10,770	10,769	10,769	10,769	18,768	10,768	10,768	10,768	10,768	10,768	10,768	11,768	10,768	10,768	12,897	125,515	121,889
	Surplus/(Deficit) before assoc.		25,483	(6,346)	(6,346)	(6,346)	17,002	(6,345)	(6,345)	(6,345)	(6,345)	(6,345)	(6,345)	17,002	(6,345)	(6,345)	(8,723)	-	-
	Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	1	25,483	(6,346)	(6,346)	(6,346)	17,002	(6,345)	(6,345)	(6,345)	(6,345)	(6,345)	(6,345)	17,002	(6,345)	(6,345)	(8,723)	-	-

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

DC10 Sarah Baartman - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework				
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20		
		R thousand																
Revenue - Functional																		
<i>Governance and administration</i>																		
Executive and council		35,753	1,823	1,823	1,823	27,270	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal audit		35,753	1,823	1,823	1,823	27,270	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823
<i>Community and public safety</i>																		
Community and social services		-	1,821	1,821	1,821	-	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	1,821	1,821	1,821	-	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>																		
Planning and development		500	779	1,079	779	500	5,779	779	779	779	779	779	779	779	779	779	779	779
Road transport		500	500	500	500	500	5,500	500	500	500	500	500	500	500	500	500	500	500
Environmental protection		-	279	279	279	-	279	279	279	279	279	279	279	279	279	279	279	279
<i>Trading services</i>																		
Energy sources		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>																		
Total Revenue - Functional		36,253	4,423	4,723	4,423	27,770	9,423	4,423	4,423	30,970	4,423	4,913	4,184	140,354	125,515	125,515	121,889	121,889
Expenditure - Functional																		
<i>Governance and administration</i>																		
Executive and council		5,555	5,555	5,855	5,555	5,555	10,555	5,555	5,555	8,755	5,555	5,555	5,057	74,666	74,666	74,666	71,212	71,212
Finance and administration		2,254	2,254	2,554	2,254	2,254	7,254	2,254	2,254	5,454	2,254	2,254	1,756	35,050	35,050	35,050	28,059	28,059
Internal audit		3,238	3,238	3,238	3,238	3,238	3,238	3,238	3,238	3,238	3,238	3,238	3,998	39,616	39,616	39,616	43,113	43,113
Community and public safety		63	63	63	63	63	63	63	63	63	63	63	(697)	37,796	37,796	37,796	24,640	24,640
Other		717	717	717	717	717	717	717	717	717	717	717	967	8,855	8,855	10,237	8,610	8,610
<i>Economic and environmental services</i>																		
Planning and development		1,304	1,304	1,304	1,304	1,304	1,304	1,304	1,304	1,304	1,304	1,304	1,303	15,644	15,644	18,944	19,466	19,466
Road transport		1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	1,032	0	919	919	454	481	481
Environmental protection		1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,032	12,378	12,378	12,778	13,504	13,504
Trading services		1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	2,552	23,969	23,969	24,535	22,231	22,231
Energy sources		269	269	269	269	269	269	269	269	269	269	269	274	20,736	20,736	19,168	19,726	19,726
Water management		58	58	58	58	58	58	58	58	58	58	58	1,008	1,648	1,648	1,740	782	782
Waste water management		58	58	58	58	58	58	58	58	58	58	58	1,008	1,648	1,648	1,740	782	782
Waste management		156	156	156	156	156	156	156	156	156	156	156	156	2,276	2,276	2,276	3,025	3,025
Total Expenditure - Functional		10,770	10,769	11,069	10,769	10,769	15,769	10,769	10,769	13,969	11,688	10,769	12,478	140,354	125,515	125,515	121,889	121,889
Surplus/(Deficit) before assoc.		25,483	(6,346)	(6,346)	(6,345)	17,002	(6,345)	(6,345)	(6,345)	17,002	(7,264)	(5,855)	(6,294)	-	-	-	-	-
Share of surplus/(deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	25,483	(6,346)	(6,346)	(6,345)	17,002	(6,345)	(6,345)	(6,345)	17,002	(7,264)	(5,855)	(6,294)	-	-	-	-	-

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

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

Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
Multi-year expenditure to be appropriated Vote 1 - Executive and Council Vote 2 - Finance and Corporate Services Vote 3 - Planning and Infrastructure development Vote 4 - Health Vote 5 - Community Services Vote 6 - Housing Vote 7 - Public Safety Vote 8 - Sport and Recreation Vote 9 - Waste Management Vote 10 - Roads Vote 11 - Water Vote 12 - Electricity Vote 13 - Tourism Vote 14 - [NAME OF VOTE 14] Vote 15 - [NAME OF VOTE 15]	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital multi-year expenditure sub-total Single-year expenditure to be appropriated Vote 1 - Executive and Council Vote 2 - Finance and Corporate Services Vote 3 - Planning and Infrastructure development Vote 4 - Health Vote 5 - Community Services Vote 6 - Housing Vote 7 - Public Safety Vote 8 - Sport and Recreation Vote 9 - Waste Management Vote 10 - Roads Vote 11 - Water Vote 12 - Electricity Vote 13 - Tourism Vote 14 - [NAME OF VOTE 14] Vote 15 - [NAME OF VOTE 15]	2	-	-	-	30	-	-	-	-	-	-	-	-	30	906	-	
Capital single-year expenditure sub-total Total Capital Expenditure	2	906	-	-	30	-	-	-	-	-	-	-	17	-	-	59	1,012
	2	906	-	-	30	-	-	-	-	-	-	-	17	-	-	59	1,012

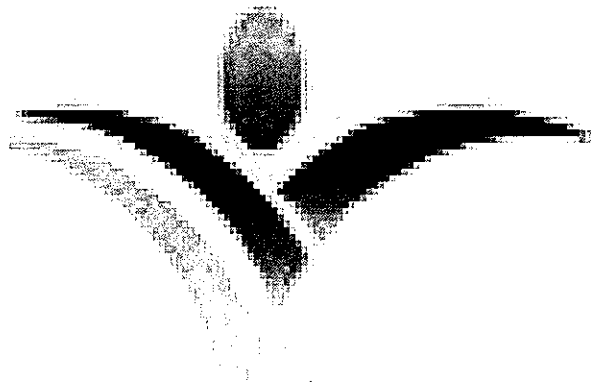
DC:10 Sarah Baartman - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework				
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20		
Capital Expenditure - Functional	1																	
<i>Governance and administration</i>		906	-	-	30	-	-	-	-	-	-	-	-	-	-	-	936	-
Executive and council		-	-	-	30	-	-	-	-	-	-	-	-	-	-	-	30	-
Finance and administration		906	-	-	-	-	-	-	-	-	-	-	-	-	-	-	906	-
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	906	-	-	30	-	-	-	-	-	-	-	-	-	-	-	1,012	-
Funded by:																		
National Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public contributions & donations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds		906	-	-	30	-	-	-	-	-	-	-	-	-	-	-	1,012	-
Total Capital Funding		906	-	-	30	-	-	-	-	-	-	-	-	-	-	-	1,012	-

DC10 Sarah Baartman - Supporting Table SA30 Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
													Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
	July	August	Sept.	October	November	December	January	February	March	April	May	June			
Cash Receipts by Source															
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other	113	113	113	113	113	113	113	113	113	113	108	1,430	1,430	1,430	1,430
Rent of facilities and equipment	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	17,000	17,000	17,000	16,000
Interest earned - external investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	4	4	4	4	4	4	4	4	4	4	6	50	53	53	56
Agency services	37,414	-	400	-	25,748	-	-	-	-	-	-	89,310	94,649	94,497	94,497
Transfer receipts - operational	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	31,644	12,383	9,836	9,836
Other revenue	41,668	4,254	4,654	4,254	30,002	4,254	4,254	30,002	4,254	4,254	4,250	140,354	125,515	121,889	121,889
Cash Receipts by Source															
Other Cash Flows by Source															
Transfer receipts - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	41,668	4,254	4,654	4,254	30,002	4,254	4,254	30,002	4,254	4,254	4,250	140,354	125,515	121,889	121,889
Cash Payments by Type															
Employee related costs	3,986	3,986	3,986	3,986	3,986	3,986	3,986	3,986	3,986	3,986	4,001	47,957	50,520	53,188	53,188
Remuneration of councillors	637	637	637	637	637	637	637	637	637	637	637	7,644	8,095	8,564	8,564
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	183	183	183	183	183	183	183	183	183	183	187	2,200	2,390	2,460	2,460
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other municipalities	6,596	-	2,332	-	-	-	13,993	-	4,664	-	-	27,985	19,439	20,195	20,195
Transfers and grants - other	3,538	3,538	3,538	3,538	3,538	3,538	3,538	3,538	3,538	3,538	3,538	52,459	42,839	35,098	35,098
Other expenditure	15,351	8,354	10,686	8,354	11,354	8,354	22,347	15,354	13,018	8,354	8,352	138,245	123,283	119,525	119,525
Cash Payments by Type															
Other Cash Flows/Payments by Type															
Capital assets	906	-	30	-	-	-	17	-	-	-	59	1,012	-	-	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	16,257	8,354	10,686	8,354	11,354	8,354	22,364	15,354	13,018	8,354	8,421	139,257	123,283	119,525	119,525
Total Cash Payments by Type	25,410	(4,100)	(6,032)	(4,100)	(8,648)	(4,100)	(18,110)	(4,100)	(8,764)	(4,100)	(4,172)	1,097	2,232	2,364	2,364
NET INCREASE/(DECREASE) IN CASH HELD	98,205	123,615	119,515	113,482	109,352	128,000	123,900	106,790	116,337	107,573	103,473	98,205	99,301	101,533	101,533
Cash/cash equivalents at the month/year begin:	123,615	119,515	113,482	109,352	128,000	123,900	106,790	101,690	107,573	103,473	99,301	99,301	101,533	101,533	102,897
Cash/cash equivalents at the month/year end:															

CHAPTER 15



Annual Budgets & SDBIP: Internal Departments

CHAPTER 15

ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer Annexure “G”)

CHAPTER 16



Contracts having Future Budgetary Implications

DC10 Sarah Baartman - Supporting Table SA33 Contracts having future budgetary implications

R thousand	Description	Ref	Preceding Years	Current Year 2016/17	2017/18 Medium Term Revenue & Expenditure Framework			Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Contract Value
					Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20								
	Parent Municipality:														
	<u>Revenue Obligation By Contract</u>	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Revenue Implication														
	<u>Expenditure Obligation By Contract</u>	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Expenditure Implication														
	<u>Capital Expenditure Obligation By Contract</u>	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Capital Expenditure Implication														
	Total Parent Expenditure Implication														
	Entities:														
	<u>Revenue Obligation By Contract</u>	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Revenue Implication														
	<u>Expenditure Obligation By Contract</u>	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Expenditure Implication														
	<u>Capital Expenditure Obligation By Contract</u>	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Capital Expenditure Implication														
	Total Entity Expenditure Implication														

The Municipality does not have any contracts with future financial obligations beyond the three years covered by the MTRF

CHAPTER 17



Capital Expenditure Details

CHAPTER 17

CAPITAL EXPENDITURE DETAILS

(For more information refer **Annexure "E"**)

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. Sarah Baartman District Municipality does not meet these recommendations, because it does not have infrastructural assets.

DC10 Sarah Baartman - Table A9 Consolidated Asset Management

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	2,746	1,058	1,403	3,863	3,906	3,906	1,012	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		96	-	79	1,500	1,500	-	500	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		96	-	79	1,500	1,500	-	500	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		404	189	166	592	592	592	211	-	-
Furniture and Office Equipment		137	255	156	-	44	1,544	301	-	-
Machinery and Equipment		1,510	182	123	171	171	171	-	-	-
Transport Assets		599	432	880	1,600	1,600	1,600	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Upgrading of Existing Assets	6	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-

Community Assets	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4									
Roads Infrastructure	-	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	-	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	-	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	-	-	-	-	-	-	-	-	-
Rail Infrastructure	-	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-
Operational Buildings	96	-	79	1,500	1,500	-	500	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Other Assets	96	-	79	1,500	1,500	-	500	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Computer Equipment	404	189	166	592	592	592	211	-	-	-
Furniture and Office Equipment	137	255	156	-	44	1,544	301	-	-	-
Machinery and Equipment	1,510	182	123	171	171	171	-	-	-	-
Transport Assets	599	432	880	1,600	1,600	1,600	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2,746	1,058	1,403	3,863	3,906	3,906	1,012	-	-	-
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Roads Infrastructure	-	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	-	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	-	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	-	-	-	-	-	-	-	-	-
Rail Infrastructure	-	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-
Operational Buildings	42,860	39,824	39,683	57,830	57,787	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Other Assets	42,860	39,824	39,683	57,830	57,787	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-	-
Licences and Rights	87	87	87	87	87	-	-	-	-	-
Intangible Assets	87	87	87	87	87	-	-	-	-	-
Computer Equipment	2,054	1,885	1,517	592	635	-	-	-	-	-
Furniture and Office Equipment	2,917	3,021	2,945	-	-	-	-	-	-	-
Machinery and Equipment	1,180	1,075	978	171	171	-	-	-	-	-
Transport Assets	5,323	5,137	5,021	1,600	1,600	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	54,420	51,030	50,232	60,280	60,280	-	-	-	-

EXPENDITURE OTHER ITEMS										
Depreciation	7	1,399	1,462	1,731	1,680	1,680	1,680	2,109	2,233	2,364
Repairs and Maintenance by Asset Class	3	640	475	627	2,100	2,100	495	631	670	710
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		424	117	118	1,500	1,500	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		424	117	118	1,500	1,500	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		17	157	138	137	137	81	91	100	110
Furniture and Office Equipment		7	46	50	50	50	1	20	20	20
Machinery and Equipment		193	155	321	414	414	413	520	550	580
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		2,039	1,937	2,358	3,780	3,780	2,175	2,740	2,903	3,074
<i>Renewal and upgrading 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 and upgrading 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>		2.2%	1.9%	2.6%	6.1%	6.1%	0.0%	0.0%	0.0%	0.0%
<i>Renewal and upgrading and R&M as a % of PPE</i>		1.0%	1.0%	1.0%	3.0%	3.0%	0.0%	0.0%	0.0%	0.0%

DC10 Sarah Baartman - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1									
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-

Promenades	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Data Centres	-	-	-	-	-	-	-	-	-
Core Layers	-	-	-	-	-	-	-	-	-
Distribution Layers	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Halls	-	-	-	-	-	-	-	-	-
Centres	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
PurIs	-	-	-	-	-	-	-	-	-
Public Open Space	-	-	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Other assets	96	-	79	1,500	1,500	-	500	-	-
Operational Buildings	96	-	79	1,500	1,500	-	500	-	-
Municipal Offices	96	-	79	1,500	1,500	-	500	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-

Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
<i>Water Rights</i>		-	-	-	-	-	-	-	-	-
<i>Effluent Licenses</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Licenses</i>		-	-	-	-	-	-	-	-	-
<i>Computer Software and Applications</i>		-	-	-	-	-	-	-	-	-
<i>Load Settlement Software Applications</i>		-	-	-	-	-	-	-	-	-
<i>Unspecified</i>		-	-	-	-	-	-	-	-	-
Computer Equipment		404	189	166	592	592	592	211	-	-
Computer Equipment		404	189	166	592	592	592	211	-	-
Furniture and Office Equipment		137	255	156	-	44	1,544	301	-	-
Furniture and Office Equipment		137	255	156	-	44	1,544	301	-	-
Machinery and Equipment		1,510	182	123	171	171	171	-	-	-
Machinery and Equipment		1,510	182	123	171	171	171	-	-	-
Transport Assets		599	432	880	1,600	1,600	1,600	-	-	-
Transport Assets		599	432	880	1,600	1,600	1,600	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	2,746	1,058	1,403	3,863	3,906	3,906	1,012	-	-

DC10 Sarah Baartman - Supporting Table SA34b Consolidated capital expenditure on the renewal of existing assets by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital expenditure on renewal of existing assets by Asset Class/Sub-class	1									
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Fiers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-

Halls	-	-	-	-	-	-	-	-	-
Centres	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-
Public Open Space	-	-	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Municipal Offices	-	-	-	-	-	-	-	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	-	-	-	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Total Capital Expenditure on renewal of existing assets	1	-	-	-	-	-	-	-	-
Renewal of Existing Assets as % of total capex		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal of Existing Assets as % of deprecn*		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

CHAPTER 18



Legislative Compliance Status

CHAPTER 18

LEGISLATIVE COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) ensures proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for 2017/2018 complies with these key requirements.

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

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

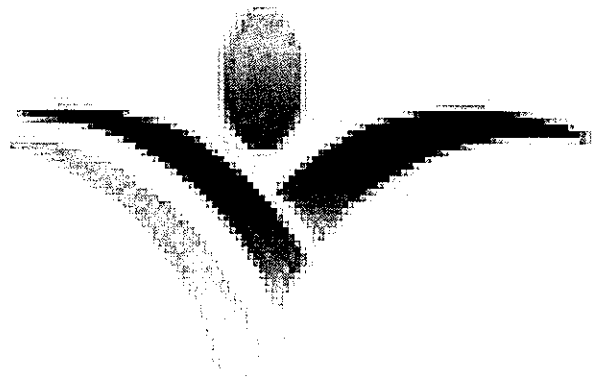
The reform agenda set out through the Municipal Finance Management Act provides for accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP). The above mentioned accounting practice has been adhered to during the development of the budget.

The Sarah Baartman District Municipality's financial statements were prepared to comply with GRAP.

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

The significant change in the budget preparations is the introduction of mSCOA (Municipal Standard Chart of Accounts) which is effective on 1 July 2017. Municipalities are therefore required to draft a budget in the mSCOA format.

CHAPTER 19



Details of Budgets per Department

CHAPTER 19

SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2017/18

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	55 388	40%
Finance & Corporate Services	43 817	31%
Economic Development	11 803	8%
Office of the Mayor	13 383	10%
Office of the Municipal Manager	15 963	11%
Total	140 354	100%

CHAPTER 20



Municipal Entity Budget Information

CHAPTER 20

MUNICIPAL ENTITY INFORMATION

The 2017/18 multi-year budget for the Cacadu Development Agency was submitted by the municipal entity to the Parent Municipality for consideration by Council as attached.

Schedule D for a municipal entity was completed accordingly.

The Multi-year Business Plan of Cacadu Development Agency is disclosed under a separate cover.

DC10 Sarah Baartman - Supporting Table SA31 Aggregated entity budget

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Financial Performance										
Property rates		-	-	-	-	-				
Service charges		-	-	-	-	-				
Investment revenue		0	0	0	0	0	0	0	0	0
Transfers recognised - operational		5	4	2	7	7	7	5	5	6
Other own revenue		-	0	-	3	3	0	3	1	1
Contributions recognised - capital & contributed assets										
Total Revenue (excluding capital transfers and contributions)		5	4	2	10	10	7	8	6	7
Employee costs		1,094	1,700	3,911	5,030	5,030	3,545	4,490	4,778	5,112
Remuneration of Board Members		87	120	101	108	108	86	108	114	121
Depreciation & asset impairment		13	-	-	-	-	-	-	-	-
Finance charges		4	6	1	-	-	-	-	-	-
Materials and bulk purchases		-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	2,015	2,015	1,915	-	-	-
Other expenditure		163	427	815	2,926	2,926	1,371	3,863	1,405	1,467
Total Expenditure		1	2	5	10	10	7	8	6	7
Surplus/(Deficit)		4	2	(3)	-	-	1	-	-	-
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - operational		0	0	0	0	0	0	0		
Public contributions & donations		-	-	-	-	-	-	-		
Borrowing		-	-	-	-	-	-	-		
Internally generated funds		-	-	-	-	-	-	-	-	-
Total sources		0	0	0	0	0	0	0	-	-
Financial position										
Total current assets		5	7	6	6	6	6	6	6	6
Total non current assets		0	0	0	0	0	0	0	-	-
Total current liabilities		2	2	3	-	-	-	-	-	-
Total non current liabilities		-	-	-	-	-	-	-	-	-
Equity		4	6	3	6	6	6	6	6	6
Cash flows										
Net cash from (used) operating		5	2	(2)	0	0	1	0	0	0
Net cash from (used) investing		(0)	(0)	(0)	(0)	(0)	(0)	(0)	-	-
Net cash from (used) financing		-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end		5	7	6	6	6	6	6	6	6

CACADU DEVELOPMENT AGENCY - Table D1 Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	170	228	285	275	275	275	465	350	325
Transfers recognised - operational	4,957	4,000	1,720	7,285	7,285	6,987	5,000	5,000	5,500
Other own revenue	-	0	-	2,519	2,519	227	2,995	947	875
Total Revenue (excluding capital transfers and contributions)	5,127	4,228	2,005	10,078	10,078	7,489	8,460	6,297	6,700
Employee costs	1,094	1,700	3,911	5,030	5,030	3,545	4,490	4,778	5,112
Remuneration of Board Members	87	120	101	108	108	86	108	114	121
Depreciation and debt impairment	13	-	-	-	-	-	-	-	-
Finance charges	4	6	1	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	2,015	2,015	1,915	-	-	-
Other expenditure	163	427	815	2,926	2,926	1,371	3,863	1,405	1,467
Total Expenditure	1,361	2,253	4,828	10,078	10,078	6,916	8,460	6,297	6,700
Surplus/(Deficit)	3,766	1,975	(2,824)	-	-	573	-	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	3,766	1,975	(2,824)	-	-	573	-	-	-
Taxation	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	3,766	1,975	(2,824)	-	-	573	-	-	-
Capital expenditure & funds sources									
Capital expenditure	20	76	15	50	50	50	50	-	-
Transfers recognised - capital	20	76	15	50	50	50	50	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
Total sources of capital funds	20	76	15	50	50	50	50	-	-
Financial position									
Total current assets	5,393	7,485	5,672	5,656	5,656	6,179	6,204	6,229	6,254
Total non current assets	88	118	107	157	157	157	207	-	-
Total current liabilities	1,715	1,862	2,862	-	-	-	-	-	-
Total non current liabilities	-	-	-	-	-	-	-	-	-
Community wealth/Equity	3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254
Cash flows									
Net cash from (used) operating	5,396	2,163	(1,816)	75	75	598	75	25	25
Net cash from (used) investing	(20)	(76)	(15)	(50)	(50)	(50)	(50)	-	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	5,376	7,462	5,631	5,656	5,656	6,179	6,204	6,229	6,254

CACADU DEVELOPMENT AGENCY - Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
Revenue by Source	1									
Property rates		-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	-	-	-	-	227	321	347	375
Interest earned - external investments		170	228	285	275	275	275	465	350	325
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-
Fines		-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-
Transfers recognised - operational		4,957	4,000	1,720	7,285	7,285	6,987	5,000	5,000	5,500
Other revenue		-	0	-	2,519	2,519	-	2,675	600	500
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		5,127	4,228	2,005	10,078	10,078	7,489	8,460	6,297	6,700
Expenditure By Type										
Employee related costs		1,094	1,700	3,911	5,030	5,030	3,545	4,490	4,778	5,112
Remuneration of Directors		87	120	101	108	108	86	108	114	121
Debt impairment	4	-	-	-	-	-	-	-	-	-
Collection costs		-	-	-	-	-	-	-	-	-
Depreciation & asset impairment		13	35	26	25	25	25	25	25	25
Finance charges		4	6	1	-	-	-	-	-	-
Bulk purchases	2	-	-	-	-	-	-	-	-	-
Other materials	5	-	-	-	-	-	-	-	-	-
Contracted services		-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	2,015	2,015	1,915	-	-	-
Other expenditure	3	163	381	789	2,901	2,901	1,348	3,838	1,380	1,442
Loss on disposal of PPE		-	11	-	-	-	-	-	-	-
Total Expenditure		1,361	2,253	4,828	10,078	10,078	6,916	8,460	6,297	6,700
Surplus/(Deficit)		3,766	1,975	(2,824)	-	-	573	-	-	-
Transfers recognised - capital										
Contributions recognised - capital										
Contributions of PPE										
		3,766	1,975	(2,824)	-	-	573	-	-	-
Surplus/(Deficit) after capital transfers & contributions										
Taxation										
Surplus/ (Deficit) for the year		3,766	1,975	(2,824)	-	-	573	-	-	-
References										
1. Revenue includes sales of: (insert description)										
2. Bulk purchases - electricity										
2. Bulk purchases - water										
3. Expenditure includes repairs & maintenance of:										

CACADU DEVELOPMENT AGENCY - Table D3 Capital Budget by vote and funding

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands	1									
Multi-Year expenditure										
<i>Insert programme/projects description</i>		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-
Single Year expenditure										
Computer equipment		20	76	15	50	50	50	50	-	-
Computer software		-	-	-	-	-	-	-	-	-
Furniture and fittings		-	-	-	-	-	-	-	-	-
Office Equipment		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	20	76	15	50	50	50	50	-	-
Total Capital Expenditure	4	20	76	15	50	50	50	50	-	-
Funded by:										
National Government		-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-
Parent Municipality		20	76	15	50	50	50	50	-	-
District Municipality		-	-	-	-	-	-	-	-	-
Transfers recognised - capital		20	76	15	50	50	50	50	-	-
Public contributions & donations	6	-	-	-	-	-	-	-	-	-
Borrowing	3	-	-	-	-	-	-	-	-	-
Internally generated funds		-	-	-	-	-	-	-	-	-
Total Capital Funding	4	20	76	15	50	50	50	50	-	-

CACADU DEVELOPMENT AGENCY - Table D4 Budgeted Financial Position

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
ASSETS										
Current assets										
Cash		5,376	7,462	5,631	5,656	5,656	6,179	6,204	6,229	6,254
Call Investment deposits		-	-	-	-	-	-	-	-	-
Consumer debtors		17	23	40	-	-	-	-	-	-
Other debtors		-	-	-	-	-	-	-	-	-
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-
Inventory		-	-	-	-	-	-	-	-	-
Total current assets		5,393	7,485	5,672	5,656	5,656	6,179	6,204	6,229	6,254
Non current assets										
Long-term receivables	3	-	-	-	-	-	-	-	-	-
Investments		-	-	-	-	-	-	-	-	-
Investment property		-	-	-	-	-	-	-	-	-
Property, plant and equipment	1	88	118	107	157	157	157	207	-	-
Agricultural assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangible assets		-	-	-	-	-	-	-	-	-
Total non current assets		88	118	107	157	157	157	207	-	-
TOTAL ASSETS		5,481	7,603	5,779	5,813	5,813	6,336	6,411	6,229	6,254
LIABILITIES										
Current liabilities										
Bank overdraft		-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	-	-	-	-	-	-
Consumer deposits		-	-	-	-	-	-	-	-	-
Trade and other payables		1,589	1,703	2,483	-	-	-	-	-	-
Provisions	3	126	159	379	-	-	-	-	-	-
Total current liabilities		1,715	1,862	2,862	-	-	-	-	-	-
Non current liabilities										
Borrowing		-	-	-	-	-	-	-	-	-
Provisions	3	-	-	-	-	-	-	-	-	-
Total non current liabilities		-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES		1,715	1,862	2,862	-	-	-	-	-	-
NET ASSETS	2	3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254
Reserves		-	-	-	-	-	-	-	-	-
Share capital		-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254

CACADU DEVELOPMENT AGENCY - Table D5 Budgeted Cash Flow

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other		-	-	0	2,519	2,519	227	2,995	947	875
Government - operating		6,437	4,000	1,720	7,285	7,285	6,987	5,000	5,000	5,500
Government - capital		-	-	-	-	-	-	-	-	-
Interest		170	228	285	275	275	275	465	350	325
Dividends		-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees	2	(1,211)	(2,066)	(3,820)	(10,003)	(10,003)	(6,891)	(8,385)	(6,272)	(6,675)
Finance charges		-	-	-	-	-	-	-	-	-
Dividends paid		-	-	-	-	-	-	-	-	-
Transfers and Grants		-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		5,396	2,163	(1,816)	75	75	598	75	25	25
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors		-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-
Payments										
Capital assets		(20)	(76)	(15)	(50)	(50)	(50)	(50)	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		(20)	(76)	(15)	(50)	(50)	(50)	(50)	-	-
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-
Payments										
Repayment of borrowing		-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	1	5,376	2,086	(1,831)	25	25	548	25	25	25
Cash/cash equivalents at the year begin:	2	-	5,376	7,462	5,631	5,631	5,631	6,179	6,204	6,229
Cash/cash equivalents at the year end:	2	5,376	7,462	5,631	5,656	5,656	6,179	6,204	6,229	6,254

CACADU DEVELOPMENT AGENCY - Supporting Table SD1 Measurable performance targets

Performance target description	Unit of measurement	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Refer SDBIP of Parent Municipality		Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	

CACADU DEVELOPMENT AGENCY - Supporting Table SD2 Financial and non-financial indicators

Description of indicator	Basis of calculation	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Borrowing Management											
Borrowing to Asset Ratio	Total Long-term Borrowing/ Total Assets		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure		0%	0%	0%	0%	0%	0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision / Funds & Reserves		42.2%	29.7%	85.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0%
Gearing	Long Term Borrowing / Funds & Reserves		0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity											
Current Ratio	Current assets / current liabilities		3.14	4.02	1.98	0.00	0.00	0.00	0.00	0.00	0.00
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days		3.14	4.02	1.98	0.00	0.00	0.00	0.00	0.00	0.00
Liquidity Ratio	Monetary Assets / Current Liabilities		3.13	4.01	1.97	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing			0%	0%	0%	100%	100%	100%	100%	100%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		0%	1%	2%	0%	0%	0%	0%	0%	0%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))										
Funding of Provisions											
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions										
Other Indicators											
Electricity Distribution Losses	% Volume (Total units purchased + generated less total units sold)/Total units purchased + generated	1									
Water Distribution Losses	% Volume (Total units purchased + own source less total units sold)/Total units purchased + own source	2									
Employee costs	Employee costs/Total Revenue - capital revenue		21.3%	40.2%	195.1%	50%	50%	47%	53%	76%	76%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Interest & Depreciation	I&D/Total Revenue - capital revenue		0.1%	0.1%	0.1%	0%	0%	0%	0%	0%	0%
Financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year										
ii. Q/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services		0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure		665%	5.6	2.6	0.9	0.9	1.5	1.2	1.7	1.6

CACADU DEVELOPMENT AGENCY - Supporting Table SD3 Budgeted Investment Portfolio

Investments by maturity Name of institution & investment ID R thousands	Ref	Budget Year 2017/18						
		Period of investment	Type of investment	Expiry date of investment	Market value		Interest	
		Months			Begin	End	Fully accrued	Yield %
		THE AGENCY DOES NOT HAVE INVESTMENT PORTFOLIO						
	1				-	-	-	

CACADU DEVELOPMENT AGENCY - Supporting Table SD4 Board member allowances and staff benefits

Summary of Employees and Board Member remuneration	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		A	B	C	D	E	F	G	H	I
R thousands										
Remuneration										
Board Members of Entities										
Basic Salaries		-	-	-	-	-	-	-	-	-
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor vehicle allowance		-	-	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
In-kind benefits	1	-	-	-	-	-	-	-	-	-
Board Fees		87	120	101	108	108	86	108	114	121
Sub Total - Board Members of Entities		87	120	101	108	108	86	108	114	121
% increase			0	(0)	0	0	(0)	0	0	6.1%
Senior Managers of Entities										
Basic Salaries		780	834	888	1,080	1,080	1,073	1,148	1,228	1,314
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor vehicle allowance		120	120	120	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	285	278	297
Performance Bonus		-	58	106	-	-	-	50	55	59
Other benefits or allowances		-	-	5	-	-	-	-	-	-
In-kind benefits	1	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		900	1,012	1,119	1,080	1,080	1,073	1,483	1,561	1,670
% increase			0	0	(0)	(0)	(0)	0	0	7.0%
Other Staff of Entities										
Basic Salaries		1,314	900	1,314	3,174	3,174	2,357	3,007	3,217	3,442
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor vehicle allowance		-	-	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		91	126	91	298	298	72	285	278	297
Other benefits or allowances		295	68	284	58	58	43	50	55	59
In-kind benefits	1	-	-	-	-	-	-	-	-	-
Sub Total - Other Staff of Entities		1,700	1,094	1,689	3,530	3,530	2,472	3,342	3,550	3,798
% increase			(0)	0	0	0	0	0	0	7.0%
Total Municipal Entities remuneration		2,687	2,226	2,910	4,718	4,718	3,630	4,932	5,225	5,589

CACADU DEVELOPMENT AGENCY - Supporting Table SD5 Summary of personnel numbers

Number	Summary of Personnel Numbers	Ref	2015/16				Current Year 2016/17				Budget Year 2017/18			
			Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
			1	Municipal Council and Boards of Municipal Entities	5	5	5	5	5	5	5	5	5	5
3	Councillors (Political Office Bearers plus Other Councillors)	3	3	3	3	3	3	3	3	3	3	3	3	
4	Board Members of municipal entities	4	4	4	4	4	4	4	4	4	4	4	4	
2	Municipal entity employees	2	2	2	2	2	2	2	2	2	2	2	2	
6	CEO and Senior Managers	6	6	6	6	6	6	6	6	6	6	6	6	
	Other Managers													
	Other Managers													
	Professionals													
	Finance													
	Spatial/town planning													
	Information Technology													
	Roads													
	Electricity													
	Water													
	Sanitation													
	Refuse													
	Other													
	Technicians													
	Finance													
	Spatial/town planning													
	Information Technology													
	Roads													
	Electricity													
	Water													
	Sanitation													
	Refuse													
	Other													
	Clerks (Clerical and administrative)													
	Service and sales workers													
	Skilled agricultural and fishery workers													
	Craft and related trades													
	Plant and Machine Operators													
	Elementary Occupations													
	Total Personnel Numbers		11	11	11	11	11	11	11	11	11	11	11	
	% increase													
5	Total entity employees headcount	5	6	6	6	6	6	6	6	6	6	6	6	
7	Finance personnel headcount	7	1	1	1	1	1	1	1	1	1	1	1	
7	Human Resources personnel headcount	7	1	1	1	1	1	1	1	1	1	1	1	

CACADU DEVELOPMENT AGENCY - Supporting Table SD5 Summary of personnel numbers

Number	Summary of Personnel Numbers	Ref	2015/16			Current Year 2016/17			Budget Year 2017/18		
			Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
			1	5	5	5	5	5	5	5	5
3	Municipal Council and Boards of Municipal Entities		5	5	5	5	5	5	5	5	5
4	Councillors (Political Office Bearers plus Other Councillors)		1	1	1	1	1	1	1	1	1
2	Board Members of municipal entities		4	4	4	4	4	4	4	4	4
6	Municipal entity employees - CEO and Senior Managers		-	-	-	-	-	-	-	-	-
	Other Managers		-	-	-	-	-	-	-	-	-
	Professionals		-	-	-	-	-	-	-	-	-
	Finance		-	-	-	-	-	-	-	-	-
	Spatial/town planning		-	-	-	-	-	-	-	-	-
	Information Technology		-	-	-	-	-	-	-	-	-
	Roads		-	-	-	-	-	-	-	-	-
	Electricity		-	-	-	-	-	-	-	-	-
	Water		-	-	-	-	-	-	-	-	-
	Sanitation		-	-	-	-	-	-	-	-	-
	Refuse		1	1	1	1	1	1	1	1	1
	Other		-	-	-	-	-	-	-	-	-
	Clerks (Clerical and administrative)		-	-	-	-	-	-	-	-	-
	Service and sales workers		-	-	-	-	-	-	-	-	-
	Skilled agricultural and fishery workers		-	-	-	-	-	-	-	-	-
	Craft and related trades		-	-	-	-	-	-	-	-	-
	Plant and Machine Operators		-	-	-	-	-	-	-	-	-
	Elementary Occupations		11	11	11	11	11	11	11	11	11
	Total Personnel Numbers		6	6	6	6	6	6	6	6	6
	% increase		1	1	1	1	1	1	1	1	1
	Total entity employees headcount		7	7	7	7	7	7	7	7	7
	Finance personnel headcount		1	1	1	1	1	1	1	1	1
	Human Resources personnel headcount		1	1	1	1	1	1	1	1	1

CACADU DEVELOPMENT AGENCY - Supporting Table SD6 Budgeted monthly cash and revenue/expenditure

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
R thousands																
Revenue By Source																
Service charges	27	27	27	27	27	27	27	27	27	27	26	375	321	347	375	
Rental of facilities and equipment	5,000	285	285	285	285	285	285	285	285	285	285	6,325	8,140	5,950	6,325	
Other revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gains on disposal of PPE	-	312	312	312	312	312	312	312	312	312	312	6,700	8,460	6,297	6,700	
Total Revenue	5,027	312	312	312	312	312	312	312	312	312	312	6,700	4,480	4,778	5,112	
Expenditure By Type																
Employee related costs	374	374	374	374	374	374	374	374	374	374	374	1,442	4,480	4,778	5,112	
Remuneration of Board Members	9	9	9	9	9	9	9	9	9	9	9	121	108	114	121	
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Collection costs	2	2	2	2	2	2	2	2	2	2	2	25	25	25	25	
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and grants	316	316	316	316	316	316	316	316	316	316	366	1,442	3,838	1,380	1,442	
Other expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Loss on disposal of PPE	-	701	701	701	701	701	701	701	701	701	751	6,700	8,460	6,297	6,700	
Total Expenditure	701	701	701	701	701	701	701	701	701	701	751	6,700	8,460	6,297	6,700	
Capital expenditure																
Capital assets	-	50	50	50	50	50	50	50	50	50	50	875	2,995	947	875	
Total capital expenditure																
Cash flow																
Ratepayers and other	-	-	-	-	-	-	-	-	-	-	-	5,500	5,000	5,000	5,500	
Grants	-	-	-	-	-	-	-	-	-	-	-	325	465	360	325	
Interest	-	-	-	-	-	-	-	-	-	-	-	(6,675)	(8,385)	(6,272)	(6,675)	
Suppliers, employees and other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NET CASH FROM/(USED) OPERATING ACTIVITIES																
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proceeds on disposal of PPE	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	
Capital assets	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	
NET CASH FROM/(USED) INVESTING ACTIVITIES																
Borrowing long term/financing/short term	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Increase in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NET CASH FROM/(USED) FINANCING ACTIVITIES																
NET INCREASE/ (DECREASE) IN CASH HELD																

CACADU DEVELOPMENT AGENCY - Supporting Table SD7a Capital expenditure on new assets by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands	1									
Capital expenditure on new assets by asset category										
Infrastructure										
Infrastructure - Road transport										
Roads, Pavements & Bridges										
Storm water										
Infrastructure - Electricity										
Generation										
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water										
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation										
Reticulation										
Sewerage purification										
Infrastructure - Other										
Waste Management										
Transportation	2									
Gas										
Other	3									
Community										
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses										
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing										
Other										
Heritage assets										
Buildings										
Other										
Investment properties										
Housing development										
Other										
Other assets		20	76	15	50	50	50	50		
General vehicles										
Specialised vehicles										
Plant & equipment										
Computers - hardware/equipment		20	76	15	50	50	50	50		
Furniture and other office equipment										
Abattoirs										
Markets										
Civic Land and Buildings										
Other Buildings										
Other Land										
Surplus Assets - (Investment or Inventory)										
Other										
Agricultural assets										
List sub-class										
Biological assets										
List sub-class										
Intangibles										
Computers - software & programming										
Other (list sub-class)										
Total capital expenditure on new assets	1	20	76	15	50	50	50	50		
Specialised vehicles										
Refuse										
Fire										
Conservancy										
Ambulances										

CACADU DEVELOPMENT AGENCY - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands	1									
Capital expenditure on renewal of existing assets by asset category										
Infrastructure										
Infrastructure - Road transport										
Roads, Pavements & Bridges										
Storm water										
Infrastructure - Electricity										
Generation										
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water										
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation										
Reticulation										
Sewerage purification										
Infrastructure - Other										
Waste Management										
Transportation	2									
Gas										
Other	3									
Community										
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses										
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing										
Other										
Heritage assets										
Buildings										
Other										

Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	-	-	-
General vehicles		-	-	-	-	-	-	-	-	-
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		-	-	-	-	-	-	-	-	-
Computers - hardware/equipment		-	-	-	-	-	-	-	-	-
Furniture and other office equipment		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		-	-	-	-	-	-	-	-	-
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
- - - - -		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
- - - - -		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (list sub-class)		-	-	-	-	-	-	-	-	-
Total capital expenditure on renewal of existing assets	1	-	-	-	-	-	-	-	-	-
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD7c Expenditure on repairs and maintenance by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands	1									
Expenditure on repairs and maintenance by asset category										
Infrastructure										
Infrastructure - Road transport										
Roads, Pavements & Bridges										
Storm water										
Infrastructure - Electricity										
Generation										
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water										
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation										
Reticulation										
Sewerage purification										
Infrastructure - Other										
Waste Management										
Transportation	2									
Gas										
Other	3									
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										

<u>Heritage assets</u>										
Buildings	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<u>Investment properties</u>										
Housing development	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<u>Other assets</u>										
General vehicles	13	22	26	25	25	25	25	25	25	25
Specialised vehicles	-	-	-	-	-	-	-	-	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	6	12	18	22	22	22	22	22	22	22
Furniture and other office equipment	7	10	8	3	3	3	3	3	3	3
Abattoirs	-	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<u>Agricultural assets</u>										
List sub-class	-	-	-	-	-	-	-	-	-	-
<u>Biological assets</u>										
List sub-class	-	-	-	-	-	-	-	-	-	-
<u>Intangibles</u>										
Computers - software & programming	-	-	-	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-	-
Total expenditure on repairs and maintenance	13	22	26	25	25	25	25	25	25	25
<u>Specialised vehicles</u>										
Refuse	-	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD8 Future financial implications of the capital expenditure budget

Vote Description	Ref	Medium Term Revenue and Expenditure Framework			Forecasts			Present value
		Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	
R thousands								
Capital expenditure								
<i>List program summary</i>	1	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Total capital expenditure		-	-	-	-	-	-	-
Future operational costs by vote								
<i>Summarise future operational costs by program</i>	2	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source								
<i>Summarise future revenue implications by revenue source</i>	3	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD9 Detailed capital budget

Municipal Vote/Capital project R thousands	Ref	Program/Project description	Project number	IDP Goal Code	Asset Class	Asset Sub-Class	Total Project Estimate	2016/17		Medium Term Revenue and Expenditure Framework			Project information		
								Audited Outcome	Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Ward location	New or renewal	
Summarise capital projects grouped by program include major projects separately		<ul style="list-style-type: none"> - Waste Water Recycling - Acido Galeway - 1st People: Tsisikamma - Airport Somerset East - Grahamstown Ind. Park/res - Hydro Development 								600	-	-			
											500	-	-		
											600	-	-		
											400	-	-		
											100	-	-		
											300	-	-		
Total Capital expenditure	1										2,500	-	-		

CACADU DEVELOPMENT AGENCY - Supporting Table SD10 Long term contracts

R thousands	Description	Ref	Preceding Years	Current Year 2016/17	Medium Term Revenue and Expenditure Framework			Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Contract Value
					Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20								
			Total	Original Budget	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	Revenue Obligation By Contract - Operating														
	Contract 1	1						-	-	-	-	-	-	-	-
	Contract 2	2						-	-	-	-	-	-	-	-
	Contract 3 etc							-	-	-	-	-	-	-	-
	Total Operating Revenue Implication							-	-	-	-	-	-	-	-
	Expenditure Obligation By Contract - Operating														
	Contract 1	2						-	-	-	-	-	-	-	-
	Contract 2							-	-	-	-	-	-	-	-
	Contract 3 etc							-	-	-	-	-	-	-	-
	Total Operating Expenditure Implication							-	-	-	-	-	-	-	-
	Expenditure Obligation By Contract - Capital														
	Contract 1	2						-	-	-	-	-	-	-	-
	Contract 2							-	-	-	-	-	-	-	-
	Contract 3 etc							-	-	-	-	-	-	-	-
	Total Capital Expenditure Implication							-	-	-	-	-	-	-	-
	Total Expenditure Implication							-	-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD11 External mechanisms

External mechanism Name of organisation	Ref	Period of agreement 1	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
R thousands		Years/months			
ABSA BANK Rakoma and Associates		60 months	Banking Services	30 June 2020	6
		27 months	Internal Audit Services	30 June 2017	120
					-

CHAPTER 21



Performance Contracts of Senior Managers

CHAPTER 21

PERFORMANCE CONTRACTS OF SENIOR MANAGERS

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

Annexure "H": Municipal Manager

Annexure "I": Director: Planning and Infrastructure Services

Annexure "J": Director: Economic Development

Annexure "K": Director: Finance and Corporate Services

The Director: Economic Development and Director: Planning and Infrastructure contracts ended at the end of October 2016 and November 2016 respectively.

The Council placed a moratorium on the filling of all vacancies in the municipality as the Council required the current municipal strategies, to ensure that the objectives of the municipality is achieved, to be reviewed and the organizational structure to be aligned in accordance with the realignment of functions within each department.

Based on the above, the Section 57 Managers' (Directors) positions were not filled since the vacancy arose and Acting Directors were appointed in the interim.

Therefore, the Performance Contracts for the Senior Managers (Economic Development and Planning and Infrastructure) included as Annexure "I" and Annexure "J" refers to the previous directors' contracts. It should be noted that the contents of the new contract entered into with the newly appointed Senior Managers will be the same as that of the Municipal Manager and Director: Finance and Corporate Services. The main difference would be in the Performance Plan which is directly related to the draft Service Delivery Budget Implementation Plan attached as Annexure "G".

CHAPTER 22



Other Supporting Documentation

DC10 Sarah Baartman - Supporting Table SA11 Property rates summary

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Valuation:	1									
Date of valuation:										
Financial year valuation used										
Municipal by-laws s6 in place? (Y/N)	2									
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3									
No. of data collectors (FTE)	3									
No. of internal valuers (FTE)	3									
No. of external valuers (FTE)	3									
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)										
No. of properties	5									
No. of sectional title values	5									
No. of unreasonably difficult properties s7(2)										
No. of supplementary valuations										
No. of valuation roll amendments										
No. of objections by rate payers										
No. of appeals by rate payers										
No. of successful objections	8									
No. of successful objections > 10%	8									
Supplementary valuation										
Public service infrastructure value (Rm)	5									
Municipality owned property value (Rm)										
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)										
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:										
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
Rating:										
Residential rate used to determine rate for other categories? (Y/N)										
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
Rate revenue:										
Rate revenue budget (R'000)	6									
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%)										
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										
Total rebates, exemptions, reductions, discounts (R'000)										

DC10 Sarah Baartman - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2013/14	2014/15	2015/16	Current Year 2016/17	2017/18 Medium Term Revenue & Expenditure Framework		
							Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Property rates (rate in the Rand)	1	Not applicable to District Municipality							
Residential properties									
Residential properties - vacant land									
Formal/informal settlements									
Small holdings									
Farm properties - used									
Farm properties - not used									
Industrial properties									
Business and commercial properties									
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties									
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Exemptions, reductions and rebates (Rands)									
Residential properties									
R15 000 threshold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions	2								
Water tariffs									
Domestic									
Basic charge/fix fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/kl)									
Water usage - life line tariff		(describe structure)							
Water usage - Block 1 (c/kl)		(fill in thresholds)							
Water usage - Block 2 (c/kl)		(fill in thresholds)							
Water usage - Block 3 (c/kl)		(fill in thresholds)							
Water usage - Block 4 (c/kl)		(fill in thresholds)							
Other	2								
Waste water tariffs									
Domestic									
Basic charge/fix fee (Rands/month)									
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/kl)									
Volumetric charge - Block 1 (c/kl)		(fill in structure)							
Volumetric charge - Block 2 (c/kl)		(fill in structure)							
Volumetric charge - Block 3 (c/kl)		(fill in structure)							
Volumetric charge - Block 4 (c/kl)		(fill in structure)							
Other	2								
Electricity tariffs									
Domestic									
Basic charge/fix fee (Rands/month)									
Service point - vacant land (Rands/month)									
FBE		(how is this targeted?)							
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter (c/kwh)									
Flat rate tariff - prepaid (c/kwh)									
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)							
Other	2								
Waste management tariffs									
Domestic									
Street cleaning charge									
Basic charge/fix fee									
80l bin - once a week									
250l bin - once a week									

DC10 Sarah Baartman - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2013/14	2014/15	2015/16	Current Year 2016/17	2017/18 Medium Term Revenue & Expenditure Framework		
							Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Exemptions, reductions and rebates (Rands) <i>[insert lines as applicable]</i>		Not applicable to District Municipality							
Water tariffs <i>[insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
Waste water tariffs <i>[insert blocks as applicable]</i>		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)							
Electricity tariffs <i>[insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

DC10 Sarah Baartman - Supporting Table SA14 Household bills

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18 % Incr.	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:		Not applicable to District Municipality									
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total large household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease											
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease											
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease											

DC10 Sarah Baartman - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank		254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431

DC:10 Sarah Baartman - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment		Type of Investment	Capital Guarantee (Yrs/No)	Variable or Fixed Interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of Investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
		Yrs	Months												
Parent Municipality	1														
ABSA Bank		Various		Fixed Deposit	No	Fixed	Various	No	n/a	Various	70,622	6,091	(13,415)		63,498
Standard Bank		Various		Fixed Deposit	No	Fixed	Various	No	n/a	Various	17,970	1,545	(3,404)		16,111
Nedcor		Various		Fixed Deposit	No	Fixed	Various	No	n/a	Various	49,661	4,273	(9,410)		44,543
Fisil Rand		Various		Fixed Deposit	No	Fixed	Various	No	n/a	Various	47,567	4,091	(9,010)		42,648
Investec		Various		Fixed Deposit	No	Fixed	Various	No	n/a	Various	23,265	2,000	(4,405)		20,860
Municipality sub-total											209,294		(39,644)		187,650
Entities															
Entities sub-total	1										209,294		(39,644)		187,650
TOTAL INVESTMENTS AND INTEREST															

DC10 Sarah Baartman - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
Parent municipality										
Annuity and Bullet Loans										
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										
Annuity and Bullet Loans										
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	-	-	-	-	-	-	-	-	-

Unspent Borrowing - Categorised 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	-	-	-	-	-	-	-	-	-

References

. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

DC10 Sarah Baartman - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand
To be Appointed	Yrs	3	Internal Audit	30 June 2020	1,700
OS Holdings (PTY) Ltd	Yrs	3	Mscosa System	30 June 2020	5,316
ABSA Bank	Yrs	5	Banking Services	30 June 2020	115
Lateral Unison	Yrs	3	Insurance Brokerage services	30 June 2018	710
DDP Valuators	Yrs	3	Property Valuation	30 June 2019	320
HRG Rennies Travel	Yrs	3	Travel Agency Services	09 December 2019	5,455
Ultimate Recruitment Solutions	Yrs	3	Advertising Services	31 December 2017	400
Wesbank (First Auto)	Yrs	3	Petrol Card and Maintenance Service	31 October 2018	2,056
The Specialist	Yrs	1	Cleaning	31 March 2018	485

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-

Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Halls	-	-	-	-	-	-	-	-	-
Centres	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-
Public Open Space	-	-	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Other assets	424	117	118	1 500	1 500	-	-	-	-
Operational Buildings	424	117	118	1 500	1 500	-	-	-	-
Municipal Offices	424	117	118	1 500	1 500	-	-	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	-	-	-	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
Computer Equipment	17	157	138	137	137	81	91	100	110

Computer Equipment		17	157	138	137	137	81	91	100	110
Furniture and Office Equipment		7	46	50	50	50	1	20	20	20
Furniture and Office Equipment		7	46	50	50	50	1	20	20	20
Machinery and Equipment		193	155	321	414	414	413	520	550	580
Machinery and Equipment		193	155	321	414	414	413	520	550	580
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	640	475	627	2 100	2 100	495	631	670	710
R&M as a % of PPE		2.2%	1.9%	2.6%	6.1%	6.1%	0.0%	0.0%	0.0%	0.0%
R&M as % Operating Expenditure		0.5%	0.4%	0.5%	1.5%	1.3%	0.4%	0.0%	0.5%	0.6%

DC10 Sarah Baartman - Supporting Table SA34d Consolidated Depreciation by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		R thousand								
Depreciation by Asset Class/Sub-class										
Infrastructure										
Roads Infrastructure										
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure										
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure										
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure										
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure										
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure										
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure										
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure										
Sand Pumps										
Piers										
Revetments										
Promenades										

Capital Spares									
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Data Centres									
Core Layers									
Distribution Layers									
Capital Spares									
Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities									
Halls									
Centres									
Crèches									
Clinics/Care Centres									
Fire/Ambulance Stations									
Testing Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Ports									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities									
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating									
Improved Property									
Unimproved Property									
Non-revenue Generating									
Improved Property									
Unimproved Property									
Other assets	273	221	220	295	295	214	268	284	300
Operational Buildings	273	221	220	295	295	214	268	284	300
Municipal Offices	273	221	220	295	295	214	268	284	300
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing									
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-

Biological or Cultivated Assets										
Intangible Assets										
Servitudes	-	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment	230	252	453	281	281	439	551	584	618	
Computer Equipment	230	252	453	281	281	439	551	584	618	
Furniture and Office Equipment	127	298	316	-	-	307	386	408	432	
Furniture and Office Equipment	127	298	316	-	-	307	386	408	432	
Machinery and Equipment	180	96	92	449	445	94	118	125	132	
Machinery and Equipment	180	96	92	445	445	94	118	125	132	
Transport Assets	589	595	650	659	659	628	786	833	881	
Transport Assets	589	595	650	659	659	628	786	833	881	
Libraries	-	-	-	-	-	-	-	-	-	
Libraries	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Total Depreciation	1	1 399	1 462	1 731	1 680	1 680	1 680	2 109	2 233	2 364

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

Vote Description	Ref	2017/18 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Present value
R thousand								
Capital expenditure	1							
Vote 1 - Executive and Council		30	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		906	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure development		17	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-
Vote 7 - Public Safety		59	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-
<i>List entity summary if applicable</i>								
Total Capital Expenditure		1,012	-	-	-	-	-	-
Future operational costs by vote	2							
Vote 1 - Executive and Council		-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure development		-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-
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		-	-	-	-	-	-	-
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		1,012	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA36 Consolidated detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IP Cost code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GFS co-ordinates	Total Project Estimate	Prior year outcomes		2017/18 Medium Term Revenue & Expenditure Framework		Project Information
										Audited Outcome 2015/16	Current Year 2016/17 Full Year Forecast	Budget Year 2017/18	Budget Year +1, Budget Year +2 2018/19 2019/20	
R thousand	4			2	6	3	3	5						Ward location New or renewal
Parent municipality: List all capital projects grouped by Municipal Vote The District Municipality does not have any Capital Projects which would result in the capitalisation of infrastructural assets. All assets budgeted for is for operational use and is categorised as PPE														
Parent Capital expenditure Entity: List all capital projects grouped by Entity Entity A Water project A Entity B Electricity project B														
Entity Capital expenditure Total Capital expenditure														

References
 1. Must reconcile with Budgeted Capital Expenditure
 2. As per Table SA6
 3. As per Table SA34
 4. Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by programs by Vote
 5. Connect to seconds. Provide a logical starting point on networked infrastructure.
 6. Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13

Check

DC10 Sarah Baartman - Supporting Table SA37 Consolidated projects delayed from previous financial years

Municipal Vote/Capital project	Ref.	Project name	Project number	Asset Class 3	Asset Sub-Class 3	GPS co-ordinates 4	Previous target year to complete Year	Current Year 2016/17		2017/18 Medium Term Revenue & Expenditure Framework		
								Original Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand Parent municipality: List all capital projects grouped by Municipal Vote	1,2			Examples	Examples							
Entities: List all capital projects grouped by Municipal Entity Entity Name The District Municipality does not have any capital projects which will result in the capitalisation of infrastructural assets. All assets budgeted for is for operational use and is categorised as PPE.												

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

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2017/18 Medium Term Revenue & Expenditure Framework						
						2013/14	2014/15	2015/16	Current Year 2016/17	Original Budget	Outcome	Outcome
Demographics Population Females aged 5 - 14 Males aged 5 - 14 Females aged 15 - 34 Males aged 15 - 34 Unemployment		Not applicable to District Municipality										
Monthly household income (no. of households) No income R1 - R1 600 R1 601 - R3 200 R3 201 - R6 400 R6 401 - R12 800 R12 801 - R25 600 R25 601 - R51 200 R52 201 - R102 400 R102 401 - R204 800 R204 801 - R409 600 R409 601 - R819 200 > R819 200	1, 12											
Poverty profiles (no. of households) < R2 060 per household per month Insert description	13 2											
Housing and demographics (000) Number of people in municipal area Number of poor people in municipal area Number of households in municipal area Number of poor households in municipal area Definition of poor household (R per month)												
Housing statistics Formal Informal Total number of households Dwellings provided by municipality Dwellings provided by provinces Dwellings provided by private sector Total new housing dwellings	3 4 5											
Economic Inflation/initiation outlook (CPI) Interest rate - borrowing Interest rate - investment Remuneration increases Consumption growth (electricity) Consumption growth (water)	6											
Collection rates Property tax/service charges Rental of facilities & equipment Interest - external investments Interest - debtors Revenue from agency services	7											

ANNEXURES

mSCOA PROJECT LISTING - 2017/18

Project Code	Project Description	SCOA Account	Project Budget
ED001	DISTRICT DEVELOPMENT AGENCY	Operational: Typical Work Streams: Development Agency Establishment	R 5,000,000.00
ED002	AGRICULTURAL SUPPORT	Operational: Typical Work Streams: Agricultural: Assistance and Support	R 400,000.00
ED003	LED DISTRICT SUPPORT	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Establishment of Local Economic Development Body in "Regions"	R 300,000.00
ED004	SBDM SMME SUPPORT PROGRAMME	Operational: Typical Work Streams: Community Development: Entrepreneurial Support System	R 600,000.00
ED005	ESTABLISH PRIVATE PUBLIC SECTOR FORUMS	Default Transactions	R 50,000.00
ED006	DISTRICT IPP FORUM	Operational: Typical Work Streams: Strategic Management and Governance: Municipal Infrastructure Grant (MIG) Business Plan	R 50,000.00
ED007	PARTICIPATION IN NUCLEAR ENERGY AND SHALE GAS	Operational: Typical Work Streams: Communication and Public Participation: Awareness Campaign	R 50,000.00
ED009	APPRENTICESHIP PROGRAMME	Operational: Typical Work Streams: Communication and Public Participation: Mayoral/Executive Mayor Campaigns	R 100,000.00
ED010	DISTRICT AGRIPARK PROGRAMME AND SUPPORT	Operational: Typical Work Streams: Agricultural: Assistance and Support	R 200,000.00
ED011	BUSINESS DEVELOPMENT FORUM	Operational: Typical Work Streams: Strategic Management and Governance: Municipal Infrastructure Grant (MIG) Business Plan	R 100,000.00
FC001	ASSESSMENT OF DISTRICT SHARED SERVICES	Operational: Typical Work Streams: Shared Service Centre	R 200,000.00
FC002	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Operational: Typical Work Streams: Financial Management Grant: Financial Statements	R 250,000.00

Project Code	Project Description	SCOA Account	Project Budget
FC003	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Operational: Typical Work Streams: Financial Management Grant: Audit Outcomes	R 1,250,000.00
FC004	ENHANCE TELECOMMUNICATION FACILITIES IN DISTRICT	Operational: Typical Work Streams: Strategic Management and Governance: Communication and Development	R 50,000.00
FC005	ESTABLISH AN INTRANET	Operational: Typical Work Streams: Strategic Management and Governance: Communication and Development	R 50,000.00
FC006	EMPLOYEE RELATED COST	Operational: Municipal Running Cost	R 51,100,600.00
FC007	CAPEX EXPENDITURE	Capital: Non-infrastructure: New: Furniture and Office Equipment	R 1,012,000.00
FC009	OPERATING EXPENDITURE	Operational: Municipal Running Cost	R 32,097,900.00
IN001	TECHNICAL TOWN PLANNING ASSISTANCE	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Assistance to Local Municipalities (Capacity Building)	R 550,000.00
IN002	IDP SUPPORT TO MUNICIPALITIES	Operational: Typical Work Streams: Strategic Management and Governance: IDP Implementation and Monitoring	R 100,000.00
IN003	EPWP PROJECTS	Operational: Typical Work Streams: Expanded Public Works Programme: Project	R 1,000,000.00
IN004	DISTRICT WIDE INFRASTRUCTURE	Operational: Typical Work Streams: Strategic Management and Governance: Master plan	R 800,000.00
IN005	RIEBRON EPWP ROADS AND S/WATER PH2	Operational: Infrastructure Projects: Existing: Upgrading: Roads Infrastructure: Roads	R 2,000,000.00
IN006	RELOCATION OF OFFICE	Default Transactions	R 500,000.00
IN007	EHS CONTRIBUTION MUNICIPALITIES	Operational: Typical Work Streams: Environmental: Environmental Health	R 10,000,000.00
IN008	EHS ASSESSMENT TO TAKE BACK FUNCTION	Operational: Typical Work Streams: Environmental: Environmental Health	R 300,000.00
IN009	INFR DMA: ALIENATION OF STATION HOUSES	Default Transactions	R 190,000.00

Project Code	Project Description	SCOA Account	Project Budget
IN010	FIRE EQUIPMENT FOR LM	Operational: Maintenance: Non-infrastructure: Preventative Maintenance: Interval Based: Community Assets: Community Facilities: Fire/Ambulance Stations: Mechanical Equipment	R 2,500,000.00
IN011	FIRE TRAINING ASSISTANCE TO LMS	Operational: Typical Work Streams: Capacity Building Training and Development: Development of Fire-fighters	R 400,000.00
IN012	RESTORATION OF FIRE HYDRANT DISTRICT WIDE	Operational: Maintenance: Non-infrastructure: Corrective Maintenance: Emergency: Community Assets: Community Facilities: Fire/Ambulance Stations: Civil Structures	R 1,300,000.00
IN013	PATERSON INTERGRATED EMERGENCY CENTRE	Operational: Maintenance: Non-infrastructure: Corrective Maintenance: Emergency: Other Assets: Operational Buildings: Training Centres: Buildings	R 1,500,000.00
IN014	CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	Operational: Maintenance: Non-infrastructure: Preventative Maintenance: Interval Based: Community Assets: Community Facilities: Fire/Ambulance Stations: Mechanical Equipment	R 8,500,000.00
IN015	FIRE STATION - NDLAMBE	Operational: Non-infrastructure: New: Community Assets: Community Facilities: Fire/Ambulance Stations	R 600,000.00
IN016	FIRE ASSESSMENT TO TAKE BACK FUNCTION	Operational: Maintenance: Non-infrastructure: Corrective Maintenance: Emergency: Community Assets: Community Facilities: Fire/Ambulance Stations: External Facilities	R 1,000,000.00
IN017	EDUCATION AND AWARENESS CAMPAIGN	Operational: Typical Work Streams: Communication and Public Participation: Awareness Campaign	R 200,000.00
IN018	EMERGENCY CONTINGENCY	Operational: Typical Work Streams: Emergency and Disaster Management: Disaster Relief	R 500,000.00
IN019	RURAL ACCESS ROADS	Operational: Infrastructure Projects: Existing: Upgrading: Roads Infrastructure: Roads	R 2,235,000.00

Project Code	Project Description	SCOA Account	Project Budget
IN020	INTER CITY BUS TERMINAL	Operational:Non-infrastructure:New:Community Assets:Community Facilities:Taxi Ranks/Bus Terminals	R 980,000.00
IN021	WSA SUPPORT FOR LMS	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 750,000.00
IN022	WSA ASSESSMENT TO TAKE BACK FUNCTION	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 200,000.00
IN023	HOUSING TRANSFER AND BENEFICIARY MANAGEMENT	Operational:Typical Work Streams:Community Development:Housing Projects	R 300,000.00
MM001	SUPPORT TO LMS (ROADSHOW)	Operational:Typical Work Streams:District Initiatives and Assistance to Municipalities:Assistance to Local Municipalities (Software and Application Support)	R 7,000,000.00
MM002	PROGRAM FOR LEARNERS	Operational:Typical Work Streams:Communication and Public Participation:Mayoral/Executive Mayor Campaigns	R 300,000.00
MM003	IMBIZOS AND OUTREACH	Operational:Typical Work Streams:Functions and Events:Special Events and Functions	R 150,000.00
MM004	PUBLIC PARTICIPATION	Operational:Typical Work Streams:Local Economic Development:Public Participation	R 150,000.00
MM005	MORAL REGENERATION	Operational:Typical Work Streams:Communication and Public Participation:Mayoral/Executive Mayor Campaigns	R 200,000.00
MM006	DEVELOP A COMPREHENSIVE LM SUPPORT STRATEGY	Operational:Typical Work Streams:Strategic Management and Governance:Administrative Strategy and Planning	R 200,000.00
MM007	REVIEW IGR FORUMS	Operational:Typical Work Streams:Strategic Management and Governance:Inter Governmental Relations (IGR) Programme	R 100,000.00
MM008	STAKEHOLDER MANAGEMENT	Operational:Typical Work Streams:Strategic Management and Governance:Strategic Planning:Workshops and Sessions	R 75,000.00

Project Code	Project Description	SCOA Account	Project Budget
MM009	SUPPORT TO LMS	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Assistance to Local Municipalities (Software and Application Support)	R 1,500,000.00
MM010	YOUTH DEVELOPMENT	Operational: Typical Work Streams: Community Development: Youth Projects: Youth Development	R 90,000.00
MM011	COMMEMORATION DAY CELEBRATION	Operational: Typical Work Streams: Functions and Events: Recreational Functions	R 120,000.00
MM012	DISABILITY EMPOWERMENT	Operational: Typical Work Streams: Community Development: Disability	R 75,000.00
MM013	WOMEN EMPOWERMENT	Operational: Typical Work Streams: Communication and Public Participation: Mayoral/Executive Mayor Campaigns	R 90,000.00
MM014	IMPLEMENTATION OF THE HIV/AIDS PLAN	Operational: Typical Work Streams: AIDS/HIV, Tuberculosis and Cancer: Support and Distribution Programmes: AIDS/HIV	R 200,000.00
MM015	DISTRICT WORLD AIDS DAY	Operational: Typical Work Streams: AIDS/HIV, Tuberculosis and Cancer: Aids Day	R 100,000.00
MM016	STRENGTHENING STRATEGIC PARTNERSHIPS	Operational: Typical Work Streams: Strategic Management and Governance: Strategic Planning: Transformation and Related Matters	R 300,000.00
TOU001	CREATIVE INDUSTRIES	Operational: Typical Work Streams: Tourism: Tourism Development	R 300,000.00
TOU002	REVIEW TOURISM MASTERPLAN	Operational: Typical Work Streams: Tourism: Research on Tourism	R 400,000.00
TOU003	TOURISM MARKETING	Operational: Typical Work Streams: Tourism: Tourism Projects	R 750,000.00
			R 141,365,500.00

Project Code	Project Description	SCOA Account	Project Budget
	Classified as follows in old format:		
	OPERATIONAL BUDGET		R 140,353,500.00
	CAPITAL BUDGET		R 1,012,000.00
	TOTAL BUDGET		R 141,365,500.00

PROJECT BUDGET (OLD FORMAT) - 2017/2018

<u>PROJECTS</u>	<u>AMOUNTS</u>	<u>FUNDING SOURCE</u>
<u>OFFICE OF THE MAYOR</u>		
PROGRAM FOR LEARNERS	300,000	Revenue
TOTAL: OFFICE OF THE MAYOR	<u>300,000</u>	
<u>OFFICE OF THE SPEAKER</u>		
IMBIZOS AND OUTREACH	150,000	Revenue
PUBLIC PARTICIPATION	150,000	Revenue
MORAL REGENERATION	200,000	Revenue
TOTAL: OFFICE OF THE SPEAKER	<u>500,000</u>	
<u>OFFICE OF THE MUNICIPAL MANAGER</u>		
MANAGEMENT		
SUPPORT TO LMS	<u>7,000,000</u>	Accumulated Surplus
	<u>7,000,000</u>	
CAPACITY BUILDING		
DEVELOP A COMPREHENSIVE LM SUPPORT STRATEGY	200,000	Revenue
REVIEW IGR FORUMS	100,000	Revenue
STAKEHOLDER MANAGEMENT	75,000	Revenue
STRENGTHENING STRATEGIC PARTNERSHIPS	300,000	Revenue
SUPPORT TO LMS	1,500,000	Accumulated Surplus
	<u>2,175,000</u>	
SPECIAL PROJECT UNIT - YOUTH, GENDER AND DISABLED		
COMMEMORATION DAY CELEBRATION	120,000	Revenue
DISABILITY EMPOWERMENT	75,000	Revenue
WOMEN EMPOWERMENT	90,000	Revenue
YOUTH DEVELOPMENT	90,000	Revenue
	<u>375,000</u>	
HIV/AIDS		
IMPLEMENTATION OF THE HIV/AIDS PLAN	200,000	Revenue
DISTRICT WORLD AIDS DAY	100,000	Revenue
	<u>300,000</u>	
TOTAL: OFFICE OF THE MUNICIPAL MANAGER	<u>9,850,000</u>	
<u>DEPARTMENT: PLANNING AND DEVELOPMENT</u>		
PLANNING UNIT		
TECHNICAL TOWN PLANNING ASSISTANCE	300,000	Accumulated Surplus - Rollover
TECHNICAL TOWN PLANNING ASSISTANCE	250,000	Revenue
IDP SUPPORT TO MUNICIPALITIES	100,000	Revenue
	<u>650,000</u>	

<u>PROJECTS</u>	<u>AMOUNTS</u>	<u>FUNDING SOURCE</u>
PROJECT MANAGEMENT		
EPWP PROJECTS	1,000,000	GRANT - EPWP
DISTRICT WIDE INFRASTRUCTURE	800,000	Accumulated Surplus - Rollover
RIEBRON EPWP ROADS AND S/WATER PH2	2,000,000	Accumulated Surplus - Rollover
RELOCATION OF OFFICE	500,000	Accumulated Surplus
	<u>4,300,000</u>	
ENVIRONMENTAL HEALTH		
CONTRIBUTION MUNICIPALITIES	10,000,000	Revenue
EHS ASSESSMENT TO TAKE BACK FUNCTION	300,000	Accumulated Surplus
	<u>10,300,000</u>	
HOUSING COORDINATOR		
HOUSING TRANSFER AND BENEFICIARY	300,000	Infrastructure Levies
INFR DMA: ALIENATION	190,000	Infrastructure Levies
	<u>490,000</u>	
FIRE SERVICE - HEAD OFFICE		
FIRE EQUIPMENT FOR LM	2,500,000	Accumulated Surplus
FIRE TRAINING ASSISTANCE YO LMS	400,000	Revenue
RESTORATION OF FIRE HYDRANT DISTRICT WIDE	1,300,000	Accumulated Surplus - Rollover
PATERSON INTERGRATED EMERGENCY CENTRE	1,500,000	Accumulated Surplus - Rollover
CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	8,500,000	Revenue
FIRE STATION - NDLAMBE	600,000	Accumulated Surplus - Rollover
FIRE ASSESSMENT TO TAKE BACK FUNCTION	1,000,000	Accumulated Surplus
	<u>15,800,000</u>	
DISASTER MANAGEMENT		
EDUCATION AND AWRENESS CAMPAIGN	200,000	Revenue
EMERGENCY CONTENGENCY	500,000	Revenue
	<u>700,000</u>	
TRANSPORT, ROADS & CAPACITY BUILDING		
RURAL ACCESS ROADS (RRAMS PROJECT)	2,235,000	GRANT - RRAMS
INTER CITY BUS TERMINAL	980,000	Accumulated Surplus - Rollover
	<u>3,215,000</u>	
WATER DISTRIBUTION		
WSA SUPPORT	750,000	Accumulated Surplus
WSA ASSESSMENT TO TAKE BACK FUNCTION	200,000	Accumulated Surplus
	<u>950,000</u>	
TOTAL: DEPARTMENT: PLANNING AND DEVELOPMENT		
	<u><u>36,405,000</u></u>	
<u>DEPARTMENT : ECONOMIC DEVELOPMENT</u>		
MANAGEMENT		
DISTRICT DEVELOPMENT AGENCY	5,000,000	Accumulated Surplus
	<u>5,000,000</u>	

<u>PROJECTS</u>	<u>AMOUNTS</u>	<u>FUNDING SOURCE</u>
LOCAL ECONOMIC DEVELOPMENT		
AGRICULTURAL SUPPORT	400,000	Revenue
LED DISTRICT SUPPORT	300,000	Revenue
ESTABLISH PRIVATE PUBLIC SECTOR FORUMS	50,000	Revenue
DISTRICT IPP FORUM	50,000	Revenue
PARTICIPATION IN NUCLEAR ENERGY AND SHALE GAS	50,000	Revenue
APPRENTICESHIP PROGRAMME	100,000	Revenue
SMME PROGRAMME	600,000	Accumulated Surplus
DISTRICT AGRI-PARK PROGRAMME AND SUPPORT	200,000	Revenue
BUSINESS DEVELOPMENT FORUM	100,000	Revenue
	<u>1,850,000</u>	
TOURISM PROMOTION & DEVELOPMENT		
TOURISM MARKETING	750,000	Revenue
TOURISM MASTER PLAN	400,000	Accumulated Surplus
CREATIVE INDUSTRIES	300,000	Revenue
	<u>1,450,000</u>	
	<u>8,300,000</u>	
TOTAL: DEPARTMENT : ECONOMIC DEVELOPMENT		
<u>DEPARTMENT: FINANCE AND CORPORATE SERVICES</u>		
FINANCE AND CORPORATE SERVICES		
ASSESSMENT OF DISTRICT SHARED SERVICES	200,000	Revenue
	<u>200,000</u>	
FINANCIAL ACCOUNTING DIVISION		
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	250,000	GRANT - FMG
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	500,000	Accumulated Surplus - Rollover
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	750,000	Revenue
	<u>1,500,000</u>	
INFORMATION TECHNOLOGY		
ENHANCE TELECOMMUNICATION FACILITIES IN DISTRICT	50,000	Revenue
ESTABLISH AN INTRANET	50,000	Revenue
	<u>100,000</u>	
	<u>1,800,000</u>	
TOTAL:DEPARTMENT: FINANCE AND CORPORATE SERVICES		
	<u>57,155,000</u>	
TOTAL PROJECT BUDGET		
<u>SUMMARY OF FUNDING</u>		
GRANTS: NATIONAL	3,485,000	
INFRASTRUCTURE LEVIES	490,000	
REVENUE (EQUITABLE SHARE / INTEREST)	25,450,000	
ACCUMULATED SURPLUS - ROLLOVER	7,980,000	
ACCUMULATED SURPLUS	19,750,000	
	<u>57,155,000</u>	

Annexure "B"

Mandatory Performance Measures 2016/17

Mandatory Measure	SBDM
% of households with access to basic level of water	97%*
% of households with access to basic level of sanitation	83%*
% of households with access to basic level of electricity	NA
% of households with access to basic level of solid waste removal	96%*
% of households earning less than R1100 per monthly with access to free basic services	Not measured*
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	12 out of 16 (75%)
% of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received – operating grants divided by debt servicing payments	NA
Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for services	NA

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

Annexure "C"

ANNUAL PERFORMANCE OBJECTIVES BY VOTE – OPERATIONAL MEASURES

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

Key Performance Indicator (2014/15)		
Vote	GFS Function	Objective
Finance and Corporate Services	Finance and Administration	<ul style="list-style-type: none"> • Delivery of financial statements to OAG on or before 31 August • Annual approved budget • 100% Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities • 100% job descriptions in place • Recruitment process completed within 8 weeks • Training takes place in accordance with the work skills development plan.* • 100% disciplinary hearings organized within 15 working days after service of notice of misconduct.
	Executive and Council	<ul style="list-style-type: none"> • 100% council agendas delivered prior to 7 days of meeting

* Indicator supported and implemented across all Votes

Annexure "D"

Revenue by Source

Source	Performance Measure	Performance Target
Other income	% of sundry income collected	100 %
Rental of facilities & Equipment	% of fees received	100 %
Interest earned - external investments	Average rate of return/ prime rate	78 %
Interest earned – outstanding debtors	Average rate of return/ prime rate	100 %
Settlement discounts	% of settlement discounts negotiated	1 %
Contributions – other municipalities	% of contributions recovered (if applicable)	100%
Government Grants and Subsidies	% of Grants received	100%
Contribution: Surplus account	% of cash backed surplus utilized	100%

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

CAPITAL BUDGET 2017/18

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
EXECUTIVE AND COUNCIL - GFS					
OFFICE OF THE MAYOR					
COUNCIL EXPENSES					
Bar - fridge	Office Equipment	1	3,000	3,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Filing Cabinet	Furniture and Fittings	1	10,000	10,000	Accumulated Surplus
				20,000	
TOTAL VOTE : OFFICE OF MAYOR				20,000	
OFFICE OF THE MUNICIPAL MANAGER					
MANAGEMENT					
Filing Cabinet	Furniture and Fittings	1	10,000	10,000	Accumulated Surplus
				10,000	
TOTAL VOTE : OFFICE OF MUNICIPAL MANAGER				10,000	
TOTAL : EXECUTIVE AND COUNCIL - GFS				30,000	
FINANCE AND ADMINISTRATION - GFS					
DEPARTMENT : FINANCE AND CORPORATE SERVICES					
CORPORATE SERVICES					
MANAGER: CORPORATE SERVICES					
Desk	Furniture and Fittings	1	6,000	6,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	3,500	3,500	Accumulated Surplus
				9,500	
PEOPLE MANAGEMENT					
Desk	Furniture and Fittings	1	6,000	6,000	Accumulated Surplus
Vistor chair	Furniture and Fittings	2	1,500	3,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	2,500	2,500	Accumulated Surplus
Recording Device	Office equipment	1	10,000	10,000	Accumulated Surplus
				21,500	
ARCHIVES					
Swivel chair	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Fax Machine	Office equipment	1	5,000	5,000	Accumulated Surplus
Electronic Heavy Duty Punch	Office equipment	1	8,000	8,000	Accumulated Surplus
				20,000	
TOTAL : CORPORATE SERVICES				51,000	
FINANCE					
PROCUREMENT					
Shredder	Office Equipment	1	5,000	5,000	Accumulated Surplus
				5,000	
TOTAL : FINANCE				5,000	
INFORMATION TECHNOLOGY					
IT					
IT infrastructure	Office equipment	1	200,000	200,000	Accumulated Surplus
				200,000	
TOTAL : INFORMATION TECHNOLOGY					
PROPERTY SERVICES					
ESTATES					
Airconditioners	Office equipment	10	15,000	150,000	Accumulated Surplus
Building refurbishment	Office equipment	1	500,000	500,000	Accumulated Surplus
				650,000	
TOTAL: PROPERTY SERVICES					
TOTAL : FINANCE AND ADMINISTRATION - GFS				906,000	

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
PLANNING AND DEVELOPMENT - GFS					
DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT					
PROJECT MANAGEMENT					
Swivel chairs X 2	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Shredder	Office Equipment	1	5,000	5,000	Accumulated Surplus
Filing Cabinet	Furniture and Fittings	1	5,000	5,000	Accumulated Surplus
				17,000	
DISASTER MANAGEMENT					
Camera x 6	Office Equipment	6	8,000	48,000	Accumulated Surplus
Data Projector	Office Equipment	1	11,000	11,000	Accumulated Surplus
				59,000	
VOTE TOTAL : DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT				76,000	
TOTAL : PLANNING AND INFRASTRUCTURE DEVELOPMENT - GFS				76,000	
Total Capital Budget				1,012,000	
FUNDING OF CAPITAL BUDGET					
SBDM - Accumulated Profits				1,012,000	
				1,012,000	

TARIFFS 2017/2018

1 COMPUTERISED INFORMATION

1.1 Computer Prints - per eyeline page	b	each	R 4.00
1.2 Computer Disks			
1.2.1 Basic service fee	b	each	R 280.00
1.2.2 Price per record (Inclusive of the price of the floppy disk)	b	each	R 10.00

2 FAXES

2.1 Cost of transmitting fax - per page	b	each	R 2.00
2.2 Cost of receiving fax - per page	b	each	R 2.00

3 INTEREST RATE

3.1 Standard Rate of Interest means a rate of interest which is two percent higher than the rate of interest payable by a Council to its bank in respect of an overdraft

a

4 PHOTOCOPIES

A3	b	each	R 2.00
A4	b	each	R 1.00

5 PARKING

<u>Private (Staff)</u> Standard Bank	b	each	R 40.00
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6 ESTATES

6.1 Rental - Internal	b	per m ²	R 75.00
6.2 Rental - External	b		

As per negotiated lease agreements

7 BID DOCUMENTS

7.1 Bid document Administration Fee - 80/20 PPP	b	each	R 100.00
7.2 Bid document Administration Fee - 90/10 PPP	b	each	R 250.00

8 GEOGRAPHICAL INFORMATION SYSTEM

8.1 <u>ArcGIS Drawings</u>			
A4	b	each	R 15.00
A3	b	each	R 25.00
A2	b	each	R 40.00
A1	b	each	R 60.00
A0	b	each	R 85.00
8.2 <u>Aerial Photo</u>			
A4	b	each	R 30.00
A3	b	each	R 50.00
A2	b	each	R 80.00
A1	b	each	R 95.00
A0	b	each	R 150.00

9 ENVIRONMENTAL HEALTH

9.1 Certificate of Acceptability

b each

R 100.00

10 PROMOTION OF ACCESS TO INFORMATION ACT

Part ii of Notice 187 in the Government Gazette on 1 November 2006

- 1 The fee for a copy of the manual is in accordance with regulation 5(c) of the Act
- 2 The fees for reproduction is in accordance with regulation 7(1) of the Act
- 3 The request fee payable by every requester, other than a personal requester, is in accordance with regulation 7(2) of the Act
- 4 The access fees payable by a requester is in accordance with regulation 7(3) of the Act
- 5 For purposes of section 22(2) of the Act, the following applies:
 - a) Six hours as the hours to be exceeded before a deposit is payable; and
 - b) one third of the access fee is payable as a deposit by the requester.
- 6 The actual postage is payable when a copy of a record must be posted to a requester.

a Tariff exempt from VAT

b Tariff is standard rated and VAT inclusive

SARAH BAARTMAN DISTRICT MUNICIPALITY: DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2017/18

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones					
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target		
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE INVESTMENT														
To provide costed infrastructure plans	Appointment of experienced professional team	District Wide Infrastructure Plan	District-Wide Infrastructure Plan Developed	Ten year Infrastructure Plan Developed for SBDM	Planning and Infrastructure Services	Planning & Development	01 202 78165	R 800,000	Data on infrastructural needs for the next 10 years collected from LMs	Data collection completed	Draft District Wide Infrastructure Plan completed	Draft District Wide Infrastructure Plan completed	Final District Wide Infrastructure Plan completed	
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SP/LUMA)	Review and Consolidation of Ndlambe Zoning Scheme Regulations	Reviewed Ndlambe Zoning Scheme	Submission of Final Report to Ndlambe Local Municipality for adoption	Planning and Infrastructure Services	Planning & Development	01 152 78195	R 550,000	Submission of Issues Report	Submission of 1st Draft of Zoning Regulations	Public Participation completed	Final Report submitted for adoption by Ndlambe Local Municipality		
To promote integration between spatial planning and transportation planning to achieve sustainable human settlement	Implementation of transportation projects	Construction of a Inter-City Bus Terminal in Graaf-Reinet and Taxi Rank complete	Construction of Ablution facilities and shelters for Inter-City Bus Terminal in Graaf-Reinet and Taxi Rank completed	Completion of Final Report for Inter-City shelters for Inter-City Bus Terminal and Taxi Rank completed	Planning and Infrastructure Services	Road Transport	01 154 78235 & 01 202 76164	R 980,000	Bid document complete for procurement	Appointment of a service provider	Construction commences	Practical Completion of the works		
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10km's per annum over 5 years	Implementation of road projects as mandated by LMs	Rural Roads Asset Management System - RRAMS (Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification, Maintenance Planning and Road Condition Assessments completed)	Rural Roads Asset Management System set up for SBDM	Rural Roads Asset Management System Road Condition Assessment for LMs	Planning and Infrastructure Services	Roads	01 154 75360	R 2,235,000	Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification and Maintenance Planning commences	Infrastructure Inventory Verification, Bridge Assessment Reports & RCAM Classification completed and Maintenance Planning in progress	Maintenance Planning complete and Completion of Asset Registers	Road Condition Assessments		
		Riebron Roads & Stormwater	Upgrading of Riebron Roads & Stormwater (paving)	Construction of 500m of paving of road for Riebron roads & stormwater	Planning and Infrastructure Services	Roads	01 202 78261	R 2,000,000	Appointment of service providers for material and construction	Construction commences	Construction progressing	Completion of 500m paving of road		

Performance Milestones												
Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Draft 20 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
To effectively monitor and manage environmental health services (EHS) in all the LMs	Implementation of Environmental Health Services effectively to all LMs	Environmental Health Services Assessment (Recall of Function)	Environmental Health Services Assessment	Environmental Health Services Assessment Complete	Planning and Infrastructure Services	Planning & Development		R 300,000	Establishment of the Project Steering Committee	Consultation of Local Municipalities and Stakeholders	Development of transitional plans (HR, Finance, Assets, et.)	Completion of the Environmental Health Services Assessment
DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMS												
To improve effectiveness in municipal financial management	Improve corporate governance systems both in the district and LMs	GRAP Implementation	Provision of assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes	Provide assistance through 1 training workshops held in GRAP compliance and new standards by making available financial management support to deal with issues raised in the LM's AG's management letter	Finance & Corporate Services	Finance and Admin	0103578207	R 2,750,000	NA	Administrative planning and preparation to hold workshop with 7 LMs at SBDM	Provide assistance through 1 training workshops held in GRAP compliance for 7 LMs	Monitor and Evaluate 7 LMs for improved Financial Management processes, policies, procedures and internal controls and dealing with specific AG findings in management letter and assisting with the preparation on the audit plan
DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT												
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%	Promote Social Economy Investment	Development Support to SMMEs/Cooperatives in the Local Municipalities	Combination of 10 SMMEs and Cooperatives (financially and non-financially) supported in the District	10 SMMEs and Cooperatives in the District supported financially and non-financially	Economic Development	LED	01 147 78216	R 2,500,000	Establish partnerships with SEDA and ECDC on enterprise development (maritime, agriculture, energy and secondary sector)	Identify 10 SMMEs to be developed and supported	50% of programme implementation of the Enterprise Development programme	100% Implementation of the Enterprise Development programme
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Build Government to Government Partnerships	Implement DST annual programme/action plan	4 DST meetings held within the District in all 7 LMs. LED capacity building programmes implemented	4 DST meetings are held within the District in all 7 LMs. LED capacity building programmes implemented	Economic Development	LED	01 147 78189 (budget to be reconfirmed)	R 300,000	1st DST meeting held.	2nd DST meeting held. LED Capacity Building Programme Implemented.	3rd DST meeting held	4th DST meeting held and 2018/19 Action Plan developed

Performance Milestones												
Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
To position the District as a nationally recognised tourism brand	To showcase the District as a distinctive brand, and communicate these two markets	Tourism Marketing	To conduct review and implementation of the tourism marketing strategy for the District through participation in Exhibitions, Placement of media adverts, producing marketing materials, updating supporting festivals, updating stats system, formulating tourism package and conducting seasonal campaigns	Tourism marketing strategy reviewed and implemented for the District through participation in 2 Exhibitions, 4 Placement of media adverts, producing marketing materials (2 cycles), supporting 2 festivals, updating stats system, formulating 1 tourism package and conducting 2 seasonal campaigns	Economic Development	Tourism	01 400 78124 (Budget to be re-confirmed)	R 1,600,000	Review and formulate the Tourism Marketing strategy.	Implement Tourism marketing Strategy through the Gateway show, Monthly Getaway for Locals, Placements of Advertisements in at least 2 media channels and conduct summer campaign.	Additional Placements in at least 2 media channels; Complete concept for Winter Campaign; and print 7 brochures. The implementation of Monthly Getaway for Locals. Invite proposals from National Arts Festival and Wild fees. Tourism Packaging. Wonders Tourism Application completed	Participate at Tourism Indaba. Winter Campaign roll out; Placements of adverts in at least 2 media channels.SLA's signed with the festivals. Developmental programmes in the festivals implemented. Tourism packaging completed
To unlock tourism economic development potential at a local government level	To recognise multi-stakeholder process in the local governance of tourism	Support to LTOs	To financially and institutionally support at least 5 LTO's in the District upon Mayco approval	5 LTO's financially and institutionally supported in the District	Economic Development	Tourism	01 400 78052	R 400,000	Invite Proposals from LTO's reviewed, evaluated and submitted to Mayoral Committee for approval	Service level Agreements signed with LTO's/Beneficiaries	Financial support granted to 5 LM projects implemented	Continuous monitoring and evaluation of the project implementation
To grow tourism sector's absolute contribution to the District Economy	To increase public sector investment in Tourism Infrastructure Investment	Review of the Tourism Masterplan Development of Aviation Infrastructure Plan	Review of the Tourism Masterplan To develop aviation infrastructure development plan	Tourism Masterplan reviewed Aviation Infrastructure Plan developed	Economic Development Economic Development	Tourism Tourism	01 400 78249	R 300,000 R 300,000	Terms of references completed and Bid advertised	SLA signed and review of Tourism Master plan commence	Draft Tourism Masterplan presented to Steering Committee	Masterplan completed
To increase domestic and Foreign visitors	To increase domestic and Foreign visitors	Formulation of Coastal and Marine Tourism strategy	Formulation of the Coastal and Marine Tourism Strategy	Coastal and Marine Strategy formulated	Economic Development	Tourism		R 300,000	Terms of references completed and Bid advertised	SLA signed and development Coastal and Marine Strategy commenced	Draft Aviation Infrastructure Development Plan presented to Steering Committee	Aviation Infrastructure Plan completed
					Economic Development	Tourism		R 300,000	Terms of references completed and Bid advertised	SLA signed and development Coastal and Marine Strategy commenced	Draft Coastal and Marine Strategy presented to Steering Committee	Coastal and Marine Strateg completed

		Performance Milestones																	
Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Draft strategy completed	Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target						
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	To promote creative arts and talent development	Complete Creative Industry Strategy	To finalise Creative Industries strategy for the District Municipality	Strategy completed	Economic Development	Creative Industries	01 400 78341	R 250,000	Draft strategy completed		Strategy presented to Steering Committee	Strategy completed	Implement 1 recommended project from the strategy						
Increase Agricultural Income	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-skilled emerging farmers by 10%.	Agricultural mentorship programme	Mentorship implemented for Emerging Farmers. Monitoring and Evaluation conducted in 2 LMs.	2 mentorship sites active	Economic Development	LED	01 147 78188	R 400,000	2 sites in Koodovale and Savenfontein are active, operational and monitored.	Mentorship implemented for emerging farmers.		1 Site monitored in Koodovale. 1 site in Savenfontein evaluated.	Mentorship site evaluated						
DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES																			
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Standardisation of Fire Hydrants in the District	Restoration and standardisation of Fire Hydrants in Ndlambe, BCR and Dr Beyers Naude	Restoration and standardisation of 400 Fire Hydrants in BCR (195), Dr Beyers Naude (188) and Ndlambe(17)	Planning and Infrastructure Services	Public Safety	01 113 78201	R 1,300,000	All 463 fire hydrants standardised	Not Applicable	Not Applicable	Not Applicable	Not Applicable						
		Fire Fighting Training	Training of 15 fire Fighters complete	Fire Fighting Training complete	Planning and Infrastructure Services	Public Safety	01 113 78134	R 600,000	Bid documentation complete for procurement of service provider	Appointment of a service provider	Appointment of a service provider	Training of 15 fire Fighters commences	Training of 15 fire Fighters complete						
	Provide resources	Paterson Emergency Disaster Centre	Paterson Emergency Disaster Centre	Construction of Disaster Emergency Centre in Paterson completed	Planning and Infrastructure Services	Public Safety	01 113 78202	R 7,000,000	Project designs complete	Bid document complete for procurement	Bid document complete for procurement	Appointment of a contractor	Construction commenced						
	Mitigate disaster risk	District Disaster Plan	District Disaster Plan	District Disaster Plan Complete	Planning and Infrastructure Services	Public Safety		R 2,000,000	Appointment of a service provider	Consultation of Local Municipalities and Stakeholders commenced	Consultation of Local Municipalities and Stakeholders commenced	Submission of the draft District Disaster Plan	Final District Disaster Plan Complete						
		Fire Functionality Assessment (Recall of Function)	Fire Functionality Assessment	Fire Functionality Assessment Complete	Planning and Infrastructure Services	Public Safety		R 1,000,000	Appointment of a service provider	Assessment for Local Municipalities commenced	Assessment for Local Municipalities commenced	Submission of the draft Fire Functionality Assessment	Final Fire Functionality Assessment Complete						

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones
DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT To integrate and synergise operations between Department of Social Development and SDDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually	To work closely with DSD and other organisations working with OVC's	Implementation of the HIV/AIDS Plan in the District	100% Implementation of the HIV/AIDS Plan in the District	HIV/AIDS Plan implemented through, HCT and TB Campaigns and Door to Door campaign	Municipal Manager	Community and Social Service	01 034 78243	R 200,000	Draft 30 Sep 2017 Target Draft 31 Dec 2017 Target Draft 31 Mar 2018 Target Draft 30 Jun 2018 Target
									Empowerment Session (focussing on sexual and reproductive health and rights and the kick TB at schools campaign) and HCT drives, 2 Community Dialogues on GBV in DBN and SRV Hosting of District Wide Aids Day, 4 Day Dialogues, Anti-substance abuse and GBV), Support financially and capacitate 2 CBO's Support Makana LAC and DAC (Support in Establishing the LAC and Development of an Operational Plan) Conduct Internal (SDDM) HIV Counselling Testing (HCT) Programme

EXECUTIVE MAYOR: _____

Notes: Non financial support could be training and development in Business Management, Skills Development and Market Development 2. LED Capacity Building Programme is training of LED officials in the District. 3. Institutional Support is rendered to ensure continued existence of LTO's as an obligation entrusted to the District through National Tourism Sector Strategy

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



**THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE EXECUTIVE MAYOR**

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

AND

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

FOR THE FINANCIAL YEAR:
1 MARCH 2017 – 30 JUNE 2017

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the **Employee** will obtain the minimum competency requirements.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

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



3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st March 2017** and will remain in force until **30 June 2017** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	10,0%
Basic Service Delivery	20,0%
Local Economic Development (LED)	20%
Municipal Financial Viability and Management	30%
Good Governance and Public Participation	20%
Total	100%

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

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

6. EVALUATING PERFORMANCE

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

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

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

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

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

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

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

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September	NA
Second quarter	:	October – December	NA
Third quarter	:	January – March	Before end April 2017
Fourth quarter	:	April – June	Before end January 2018

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

10. CONSULTATION

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

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

- 10.1.2. commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

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

- 11.3 In the case of unacceptable performance, the **Employer** shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

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

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

12.1.2 any other person appointed by the MEC.

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

whose decision shall be final and binding on both parties.

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

13. GENERAL

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

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

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

Thus done and signed at Port Elizabeth on this the 31st day of March..... 2017

AS WITNESSES:

1. _____


EMPLOYEE

2. _____

AS WITNESSES:

1. _____


EXECUTIVE MAYOR/ MAYOR

2. _____

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously Cacadu District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Ted Pillay

2016/2017

Municipal Manager

Municipal Managers Office

S. Baartman

TP

2017/04/12

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Targets			
					2016/2017	September 2016/2017	December 2016/2017	March 2016/2017
KPA 1. BASIC SERVICE DELIVERY General	100% of SDBIP (operational and capital projects) implemented.	Ensure 100% implementation and spending of SDBIP projects in Infrastructure and Planning Services Department	100% implementation	SDBIP quarter report and Annual Performance Report	6.3% 1st Q SDBIP REPORT submitted to MAYCO and COUNCIL	2nd Q SDBIP REPORT submitted to MAYCO and COUNCIL	3rd Q SDBIP REPORT submitted to MAYCO and COUNCIL	100% implementation
			100% implementation	SDBIP quarter report and Annual Performance Report	5.6% 1st Q SDBIP REPORT submitted to MAYCO and COUNCIL	2nd Q SDBIP REPORT submitted to MAYCO and COUNCIL	3rd Q SDBIP REPORT submitted to MAYCO and COUNCIL	100% implementation
			100% implementation	SDBM EE Plan	1.6% Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION General	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the SDBM's EE plan and EE Act as per the targets for 2015/16	100% implementation	Employee workplace skills plan in place	1.6% NA	Report against plan	NA	R300,000 spent and recorded as a figure and %
			90% T&D needs addressed	Record of training in accordance with the needs through reviews	1.6% Training needs identified at the previous performance review addressed	Training needs identified at the previous performance review addressed	Training needs identified at the previous performance review addressed	Training needs identified at the previous performance review addressed
			100% compliance of unit standards achieved	Reports on unit standards achieved	2.4% 25% of unit standards achieved	50% of unit standards achieved	75% of unit standards achieved	100% of unit standards achieved
	To ensure training and development of staff takes place in the Office of the MM	To ensure 100% Compliance to National Treasury Competency Requirements	Evidence of reviewed strategy and implementation report	Report	4% Capacity Building Strategy reviewed and implemented	Capacity Building Strategy implemented	Capacity Building Strategy implemented	Capacity Building Strategy implemented
			100% implementation of	Report	3.2% NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented

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2017/04/12

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)
2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting 2016/2017	Targets		
						September 2016/2017	December 2016/2017	March 2016/2017
To ensure implementation of decisions	To ensure implementation of decisions	Strategic Planning Sessions	100% Strategic decisions implemented	Report	4% NA	NA	650 out of 782 job positions evaluated in the SBDM and LM's	782 jobs evaluated in the SBDM and LM's
			782 Job positions are evaluated in the SBDM and LM's			Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Building for CDM secured in Kirkwood
To establish an SBDM institution to its area of jurisdiction by 2017	Relocation SBDM offices to Kirkwood	Securing of a building (office block) for the relocation to Kirkwood	Securing of a office Report block in Kirkwood for CDM relocation	Report on implementation of plan	3.2% Progress report on securing of building and submitted to Council	Report against plan	Report against plan	Report against plan
			100 % progress in reporting against plan			1.6% Branding and communication plan in place	Report against plan	Report against plan
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)								
General	To implement SBDM's marketing strategy	Ensure annual marketing plan is in place	Approved budget by 31 May	Council minutes	5.6% NA	Roll-over budgets received	Draft budget approved by 31 March	Budget approved by 31 May
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT								
General	Exercise financial control over SBDM	Annual approved budget	Within 10% of actual expenditure	Annual financial statements	3.2% NA	Projected expenditure within 10%	NA	Actual expenditure within 10%
	Timeously completion of Financial Statements its of legislation	Control of Financial Resources to meet Council	Balanced Cash Flow	Financial Records	2.4% Quarterly Financial Report	Quarterly Financial Report	Quarterly Financial Report	Quarterly Financial Report
			Delivery of statements to OAG on or before 31 August	Proof of delivery		5.6% Financial Statements delivered	NA	NA
	100% of SDBIP (operational and capital projects) implemented.	Ensure 100% implementation and spending of SDBIP projects in Finance and Corporate Services Department	100% implementation	Quarterly SDBIP Report and Annual Performance Report	4% NA	NA	NA	100%
			Submission of an annual mid-year Financial Sustainability Report to Council	FSR to Council		1.6% NA	Submission of an annual mid-year Financial Sustainability Report to Council	NA

K. Pillay

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2017/04/12

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)
2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2016/2017	December 2016/2017	March 2016/2017
Lobby for funding		4 Successful submissions to sector departments / possible funders	Increased funding or investment as result of submissions	Reports/copies of submissions	3.2%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
To integrate and synergise operations with DSD and other organizations working with Department of Social Development and SBDM on HIV OVC's and AIDS on Orphan and Vulnerable Children Programmes annually		100% Implementation of the HIV/AIDS Plan (M000175)	HIV/AIDS Plan implemented through, HCT and TB Campaigns and Household surveys	Report	1.6%	Survey in Camdeboo and BCR, 9 Empowerment Session and HCT drives, 4 Community Dialogues on GBV and District Policy on Mainstreaming	Hosting of District Wide Aids Day, 4 Dev Plans, Support 2 CBO and 1 prevalence and incidence survey	Conduct Internal HCT Programme
General	Spatial Development Framework Compliance of 9 Local Municipalities	An approved SDF and IDP	IDP approved by 31 May annually	Council minutes	5.6%	Analysis phase commenced	Projects registered on the system	Draft IDP submitted to Council
	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% of SBDM's employees under the PMS and reviewed	Plans available for inspection		4.8%	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed
	Exercise financial control over SBDM	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.8%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report
	Ensure that the Municipality complies with Legislation applicable to it	Full compliance with OHASA	4 x quarterly meetings	4 x quarterly meetings	0.8%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held
	Ensure the ongoing partnership agreements with other municipalities	Delivery of consolidated financial statements to OAG on or before 30 September annually	Delivered on or before 30 September	Proof of delivery	2.4%	Statements delivered on or before 30 September	Response provided to Draft Management letter	Final letter included in annual report
		Implementation of the partnership agreement with other municipalities	Report to Council on the success of partnership agreements	Partnership agreement in place and end-year report	1.6%	NA	Report on progress wrt partnership	Report on progress wrt Annual report partnership

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2017/04/12

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Targets				
					Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
other municipalities	Communication and continuous improvement strategy	Ensure conformance to SBDM's communication strategy plan	100% implementation of SBDM's communication strategy plan	Quarterly report on implementation	1.6%	Report against plan	Report against plan	Report against plan	Report against plan
A legally compliant municipality		100% implementation of all relevant legislation and regulations	100% implementation of all relevant legislation and regulations	Legislation and Regulations checklist	1.6%	100% implementation of all relevant legislation and regulations	100% implementation of all relevant legislation and regulations	100% implementation of all relevant legislation and regulations	100% implementation of all relevant legislation and regulations
		No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA	NA
Risk Management		Ensure that sufficient controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	4%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
Exercises budget control in order to prevent over/ unauthorized expenditure.		100% compliance to SCM and Unauthorized, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance to 100% compliance	Internal and External Audit Reports	3.2%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
To ensure effective Council Meetings administration		100% Implementation of Council Resolutions	100% Council Resolutions implemented	Report on Implementation of Council Resolutions	3.2%	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
To ensure effective and efficient service delivery		100% implementation of the Back 2 Basics Plan of SBDM	100% implementation of the Back 2 Basics Plan issues	Report on Implementation of Council Resolutions	1.6%	100% implementation of Back 2 Basics Plan	100% implementation of Back 2 Basics Plan	100% implementation of Back 2 Basics Plan	100% implementation of Back 2 Basics Plan
Improving connectivity infrastructure in all nine local municipalities		To ensure the monitoring of the implementation of CwC operations by the Provincial Office	100% monitoring of the implementation of CwC operations by the Provincial Office	Report to Mayoral Committee	1.6%	100% of CwC at LM's	100% of CwC at LM's	100% of CwC at LM's	100% of CwC at LM's

M. Pillay

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

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2016/2017	December 2016/2017	June 2016/2017
CCR 1. MANAGERIAL Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL Financial Management	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

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

AND

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

FOR THE FINANCIAL YEAR:
1 JULY 2016 - 31 OCTOBER 2016

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26 NOV
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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met" and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.5 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by **30 September 2015**.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

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

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2016** and will remain in force until **30th October 2016** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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Initials: NM, B, BB, R.
Other initials: CRB.

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

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	9.8%
Basic Service Delivery	56.9%
Local Economic Development (LED)	4.9%
Municipal Financial Viability and Management	15.7%
Good Governance and Public Participation	12.7%
Total	100%

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

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

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

6. EVALUATING PERFORMANCE

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

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6.5 The annual performance appraisal will involve:

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

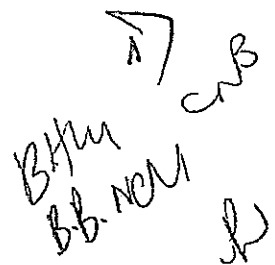
6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

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

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

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

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



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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September	Before end October 2016
Second quarter	:	October – December	Before end January 2017
Third quarter	:	January – March	Before end April 2017
Fourth quarter	:	April – June	Before end January 2018

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

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

10. CONSULTATION

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

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

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

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

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

- 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

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

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

That the evaluation period be no less than 6 months

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

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

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

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

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12. DISPUTE RESOLUTION

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

13. GENERAL

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

Thus done and signed at TORONTO, ONTARIO on this the 29th day of JULY 2016

AS WITNESSES:

- 1. [Signature]
- 2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

- 1. [Signature]
- 2. [Signature]

[Signature]
MUNICIPAL MANAGER

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously: Cecilia District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Bhekuyise Makedama

2016/2017

**Director: Infrastructure and Planning
Planning and Infrastructure Services**

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
KPA 1. BASIC SERVICE DELIVERY									
To provide costed infrastructure plans	Appointment of experienced professional team	District-Wide Infrastructure Plan Developed (INF00153)	Five year Infrastructure Plan Developed for SBDM	Report	3.5% Draft Infrastructure Plan completed	Project 100% Completed	NA	NA	NA
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the Implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Reviewed Makana Zoning Scheme (INF00154)	Draft Regulations and Status Quo Maps Completed	Report	1.8% Draft Makana Zoning scheme	Adopted Makana Zoning scheme	NA	NA	NA
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	Construction of Inter-City Bus Terminal in Graaff Reinet complete (INF00155)	Construction of a Bus Terminus and Taxi Rank completed	Report	2.6% Practical Completion of the works	Project 100% Completed	NA	NA	NA
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Implementation of roads projects as mandated by LMs SBDM (INF00156) Upgrading of Rietbron Roads & Stormwater (INF00157)	Rural Roads Asset Management System set up for SBDM (INF00156)	Rural Roads Asset Management System Installed for SBDM and its LMs	Report	1.8% 50% Roads information on GIS data base	75% of roads information on GIS data base	90% of Roads information on GIS data base	100% of roads information on GIS data base	100% of roads information on GIS data base
To promote the prevention of air pollution and degradation air quality throughout the district	Implementation of Air Quality Management Plan	Development of Air Quality Management Plan (INF00158)	Air Quality Management Plan Complete	Report	1.8% Construction 75% completed	Construction 100% completed	NA	NA	NA
To provide support on cleanliness of the towns and to mitigate health risks posed by	Implementation of the waste management plan	Review of Integrated Waste Management Plan in Makana, Koukamma; Ndlambe; Blue Crane; Ndlambe, Blue	Review of Integrated Waste Management Plan for Makana, Koukamma; Blue Crane; Ndlambe,	Report	1.8% Project 100% Completed	Project 100% Completed	NA	NA	NA

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning) 2016/2017									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
each landfill site in all the 9 LMs by 2017		Crane; Kouga and SRV (INF00160)	Kouga and SRV Complete						
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Restoration and standardisation of Fire Hydrants in Ndlabambe; Kouga and Makana (INF00169)	Restoration and standardisation of 150 Fire Hydrants in Kouga, Makana and Ndlabambe	Report	3.5%	Appointment of Service Provider	50 Fire Hydrants standardised	50 Fire Hydrants standardized	50 Fire Hydrants standardized
		Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	2.6%	All Agreements signed	NA	NA	NA
	Provide resources	Integrated Emergency Response Centre completed in Ndlabambe complete (INF00170)	Construction of Integrated Emergency centre complete	Report	1.8%	Construction 75% completed	Construction 100% completed	NA	NA
		Paterson Emergency Disaster Centre (INF00171)	Construction of Disaster Centre in Paterson	Report	6.1%	Tender document and drawings ready for tender	Contractor appointed	2.5% progress in construction	50% construction in progress
Mitigate disaster risk	Disaster Risk Assessment	Establishment of a trained team of artisans (INF00173)	Training of 15 young people as artisans	Report	0.9%	100% training completed	NA	NA	NA
		Undertake a disaster risk and hazard analysis of the SBDM area. (INF00174)	Risk Assessment of the 9 municipalities	Report	2.6%	Assessment Undertaken at 5 Municipalities	Assessment Undertaken at 7 Municipalities	Assessment Undertaken at 9 Municipalities	NA
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	To ensure training and development takes place in accordance of the requirements of the department	100% of the department's T&D needs identified through reviews sent to SDO	Record of training in accordance with the needs of the department through reviews	1.8%	Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action
	Ensure that capacity support to LMs is given priority	Review and Implementation of the CDM Capacity building strategy - Infrastructure Services	Evidence of reviewed strategy and support to LM's	Report on capacity building to LM's	7%	Reviewed Capacity Building Strategy for Infrastructure Services Developed	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy
					0.9%				

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
To ensure 100% compliance to National Treasury Competency Requirements	To ensure 100% compliance to National Treasury Competency Requirements	100% Strategic decisions implemented for the Department at Strategic Planning Sessions	100% compliance of unit standards achieved	Reports on unit standards achieved		15% of unit standards achieved	30% of unit standards achieved	45% of unit standards achieved	50% of unit standards achieved
			2.6% NA	Report	50% Strategic decisions implemented	100% Strategic decisions implemented			
To ensure implementation of decisions for Department taken at Strategic Planning Sessions	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% Strategic decisions implemented for the Department	SBDM EE Plan	1.8%	1.8% Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
			100% EE and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	Securing of a office Report block in Kirkwood for CDM relocation	6.1%	6.1% Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Building for CDM secured in Kirkwood
To establish an SBDM institution to offices to its area of jurisdiction by 2013	Relocation SBDM building and the development of plans for the construction for the relocation to Kirkwood	Securing of a office Report block in Kirkwood for CDM relocation	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	5.3%	5.3% 1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
			Within 10% of budget	Annual financial statements	9%	9% Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED) General	Lobby for funding submissions to sector departments / possible funders for Planning and Infrastructure projects	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	7%	7% IVA	Projected expenditure within 10%	NA	90% of project budget implemented
			At least 90% of project budget implemented	Annual financial statements	7%	7% IVA	Projected expenditure within 10%	NA	90% of project budget implemented
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT General	Exercise financial control over SBDM operating budget within 10%	At least 90% of project budget implemented	At least 90% of project budget implemented	Annual financial statements	7%	7% IVA	Projected expenditure within 10%	NA	90% of project budget implemented
			At least 90% of project budget implemented	Annual financial statements	7%	7% IVA	Projected expenditure within 10%	NA	90% of project budget implemented
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION To ensure that the IDPs of the LMs are in place and	Support LMs on the development of IDPs	An approved IDP	IDP approved by 31st May annually	Council minutes	7%	7% Analysis phase commenced	Consultation completed	Draft IDP submitted to Council	IDP Adopted
			IDP approved by 31st May annually	Council minutes	7%	7% Analysis phase commenced	Consultation completed	Draft IDP submitted to Council	IDP Adopted

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
are annually reviewed									
General	To ensure that the PMS is implemented and maintained in accordance with legislation	100% reviews done and performance challenges addressed its targets in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	2.6%	100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed its targets in Performance Plans	100% 3Q reviews done and performance challenges addressed its targets in Performance Plans	100% 4Q reviews done and performance challenges addressed its targets in Performance Plans
	To ensure that the Department complies with legislation applicable to it	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 x quarterly meetings	minutes of meetings	1.8%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to management risks in the institution	100% controls in place to manage risks	Internal Audit reports	1.8%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.5%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	1.8%	NA	Response provided to Draft Management letter report and inclusion of same in annual report	Receipt of a Clean Audit NA	NA
	Exercise financial control over SBDM Department contribute towards the Receipt of a Clean Audit Report	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.4%	NA	Response provided to Draft Management letter report and inclusion of same in annual report	Receipt of a Clean Audit NA	NA
	To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on Implementation of Council Resolutions	1.8%	100% Council Resolutions implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented
	To ensure effective and efficient service delivery	100% Implementation of the Back 2 Basics Plan of I&P	100% Implementation of the Back 2 Basics Plan issues for I&P	Report	4.4%	100% Implementation of Back 2 Basics I&P	100% Implementation of Back 2 Basics Plan for I&P	100% Implementation of Back 2 Basics Plan for I&P	100% Implementation of Back 2 Basics Plan for I&P
	Assist local municipalities in	Assist local municipalities in	Council resolutions of	Council resolutions of	2.6%		Draft documents go through various	18 local Municipality disaster plans developed	

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)						
2016/2017						
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets
To mitigate disaster events in all LMs by 2017	Provide capacity to LMs on Disaster Management	Developing their disaster plans	Disaster Management Plans developed	Various local Municipalities with their Disaster Plans		September 2016/2017 First draft tabled to the forums of 4 Municipalities December 2016/2017 First Draft of the other 4 Municipalities tabled in respective forums March 2016/2017 Structures of various Municipalities June 2016/2017

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CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning) 2016/2017						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2016/2017	December 2016/2017	March 2016/2017
CCR 1. MANAGERIAL						
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Programme and Project Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL						
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	16.7%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12.5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12.5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and Implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	8.3%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

Handwritten signature and initials: Bhekuyise Makedama

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

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

AND

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

FOR THE FINANCIAL YEAR:
1 JULY 2016 - 30 SEPTEMBER 2016

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by **30 September 2015**.

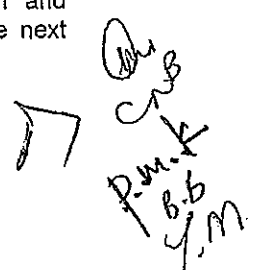
2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

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

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2015** and will remain in force until **30th June 2016** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	3.64%
Basic Service Delivery	0
Local Economic Development (LED)	52.74%
Municipal Financial Viability and Management	18.18
Good Governance and Public Participation	25.46%
Total	100%

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

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

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

6. EVALUATING PERFORMANCE

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

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

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September	Before end October 2015
Second quarter	:	October – December	Before end January 2016
Third quarter	:	January – March	Before end April 2016
Fourth quarter	:	April – June	Before end January 2017

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

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

10. CONSULTATION

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

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

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

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

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

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

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

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

That the evaluation period be no less than 6 months

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

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

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

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

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T. M.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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

13. GENERAL

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

Thus done and signed at PORT ELIZABETH on this the 27th day of July 2016

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
MUNICIPAL MANAGER

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously: Gqeberha District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Pumelelo Kate

2016/2017

Director: Economic Development
Economic Development

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in Performance reviews	Record of training in accordance with needs identified in Performance reviews	2.3%	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	2.3%	Remaining unit standards achieved	All unit standards fully completed	NA	NA
	To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	6.9%	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% Implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	2.3%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Promote social economy investments	8 SMME and Cooperatives and Business supported. SBDM facilitating an Agri-expo (DEV00162)	4 SMME from LMs supported. 4 Cooperatives supported. SBDM facilitating an Agri-expo.	Website	4.6%	Invite proposals from LMs for Coop/SMME support. Select and submit to MAYCO for approval.	SLA's signed with LMs. Implementation commence. Confirm commitments from Agri Industry on the Agri Expo	Implementation, monitoring and evaluation of the SMME/Coops projects. Development of a business case for the Agri expo	All SMMEs/Coops funded projects are 100% implemented. Mobilisation of resources to host Agri expo
	Trade and Investment based system developed and continually updated	Trade and Investment Web-based system developed and continually updated	Functional Website in place	Website	2.3%	Develop content	Trade and Investment portal finalised	Launch Website	Functional Website in place
Building local and regional networks and collaboration through the creation of partnerships with	Building government to government partnerships	4 DST meetings and business outreaches are held. LED capacity building	DST plans are implemented.	Report	3.4%	1 DST meeting held. LED Capacity Programme Implemented.	1 DST meeting held. LED Capacity Programme Implemented.	1 DST meeting held and 2017/18 Action Plan developed and submitted to Mayco. LED Capacity Building Implemented and progress report submitted to Mayco.	1 DST meeting held and 2017/18 Action Plan developed and submitted to LED Capacity

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development) 2016/2017							
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Targets		
					September 2016/2017	December 2016/2017	March 2016/2017
(a) government, (b) the private sector and (c) education / research.		programme implemented. (DEV00163)					Building Programme 100% implemented.
Regenerating at least four core towns as service and economic hubs	Promote rural tourism and niche services and manufacturing hubs	"To conduct review and implementation of tourism marketing and strategy (DEV00164)	Tourism marketing strategy reviewed and implemented	Report	4.6% Review and formulate the Tourism Marketing strategy. Tourism statistics system updated. Tourism packaging.	Implement Tourism marketing Strategy through Participation at the Getaway show; The implementation of Monthly Getaway for Locals; Placements of Advertisements in at least 2 media channels and conduct summer campaign. Invite a proposal from National Arts Festival and Wild fees. Tourism packaging	Additional Placements in at least 2 media channels; Winter Campaign roll out; Placements of adverts in at least 2 media channels. SJA's signed with the festivals. Developmental programmes in the implemented.
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Create further education opportunities	To support at least 5 LTO's in the District (DEV00165)	5 LTO's supported in the District	Report	5.7% Invite Proposals from LTO's reviewed, evaluated and submitted to Mayoral Committee for approval	Service level Agreements signed wit LTOs/beneficiaries and monitored	All LTO funded projects are 100% implemented.
Increase Agricultural Income	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-	Tourism Sector Development: 3 Tourism Infrastructure Development projects supported (DEV00166) To formulate Creative Industries strategy for the District Municipality. To support at least 5 Creative Industries' projects in LMs. (DEV00167)	3 Tourism Infrastructure Development projects supported in the District	Report	3.4% Request for proposals from LM's as identified in the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	Service Level Agreements signed with LM's	All funded Tourism Infrastructure Development Projects are 100% implemented.
Increase Agricultural Income	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-	Mentorship implemented for Emerging Farmers and evaluated in 5 LMs (DEV00168)	3 new mentorship sites active and 5 existing mentorship sites mentored and monitored	Report	5.7% Request for proposals from LM's as identified in the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	Service Level Agreements signed with LM's	All funded Creative Industries' Projects are 100% implemented.
Increase Agricultural Income	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-	Mentorship implemented for Emerging Farmers and evaluated in 5 LMs (DEV00168)	3 new mentorship sites active and 5 existing mentorship sites mentored and monitored	Report	2.3% 2 sites are active, operational and monitored . 1 DAMC meeting held	Mentorship implemented for emerging farmers, Progress Reports submitted to Mayco. 1 DAMC meeting held	Mentorship site evaluated and reports submitted to Mayco. DAMAC progress report submitted to Mayco

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P. M. K.
2016/09/30
A.M.


CRB


PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development) 2016/2017									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
General	skilled emerging farmers by 10% Lobby for funding	3 submissions to sector departments / possible funders for Economic Development projects	Increased funding for investment as result of submissions and presentations	Reports/copies of submissions	8%	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	NA
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
General	Exercise financial control over SBDM	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	9.2%	NA	Projected expenditure within 10%	NA	90% of project budget implemented
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Ensure that capacity support to LMs is given priority	Implementation of the COM Capacity building strategy - LM's Economic Development	Evidence of assistance to 9 LM's	Plan and reports	8%	Draft capacity building and support program developed	Report tabled and confirmed with LM's	Report to Capacity Building Manager	Evidence of assistance to 9 LM's
	To ensure that the Department complies with legislation applicable to it	Implementation of 2 projects from partnership with other city municipalities	Implementation of project arising out of partnership	Reports	4.6%	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report on implementation of project arising out of partnership
	Risk Management	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	1.1%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	2.3%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	4.6%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No repeat findings raised in Internal controls	100% compliance to internal controls	Internal Audit reports and AG Reports	2.3%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report.	NA

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)									
Objective	Strategy	Key Performance Indicator (Project) and External Audit Reports	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
Exercise financial control over SBDM		Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.6%:NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and Inclusion of same in annual report	NA	
To ensure effective Council Meetings administration		100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on Implementation of Council Resolutions	2.3%:100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	
To ensure effective and efficient service delivery		100% Implementation of the Back 2 Basics Plan of ED	100% Implementation of the Back 2 Basics Plan issues pertaining to ED	Report	4.6%:100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	
To ensure that the PMS is implemented and maintained in accordance with Legislation		100% reviews done and performance challenges addressed to targets in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	2.3%:100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed to targets in Performance Plans	100% 3Q reviews done and performance challenges addressed to targets in Performance Plans	100% 4Q reviews done and performance challenges addressed to targets in Performance Plans	





 Pumelelo Kate

 2016/09/30

CORE COMPETENCY REQUIREMENTS (CCR's) : Pumelelo Kate (Director: Economic Development)					
Core Competency Requirement	Annual Target	Proof	Weighting	Targets	
				September 2016/2017	December 2016/2017
CCR 1. MANAGERIAL					
Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2. OCCUPATIONAL					
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	10%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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2016/09/30

ANNEXURE "K"

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously Cacadu District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Riaaz R. Lorgat

2016/2017

Director: Finance and Corporate Services

Finance and Corporate Services

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services) 2016/2017									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
KPA 1. BASIC SERVICE DELIVERY									
General	Ensure that the Municipality complies with Legislation applicable to it	Completion of the OHASA quarterly safety checklist	4 x checklists	4 x checklists	.9%	1 checklist	2 checklist	3 checklist	4 checklist
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Co-ordinate recruitment and selection processes	Recruitment process completed within 12 weeks	100% compliance to the 12 week turn-around time by HR	Log	1.9%	100% completed	100% completed	100% completed	100% completed
		Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	1.9%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
		Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	1.9%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
	A legally compliant municipality	100% disciplinary hearings organised within 2 months after service of notice of misconduct.	100%	Log	1.9%	100%	100%	100%	100%
	Training	100% Development and implementation and expenditure skills development plan for F&CS	100% Approved SDF, Implementation and Expenditure	Proof of completed courses, budget spent aligned to skills development plan	1.9%	100% Progress and Expenditure in terms of plan	100% Progress and Expenditure in terms of plan	100% Progress and Expenditure in terms of plan	100% Progress and Expenditure in terms of plan
	Exercise financial control over SBDM	100% of CDM budget spent on implementing its workplace skills plan	100% recorded as actual	Correspondence (Mayoral, MM, Directors)	1.9%	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual
		Facilitate the development and Implementation of budget related policies	Approved budget related policies	Council approved policies	1.9%	n/a	n/a	revision of budgete related policies	policies approved by council
	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% of indicators met by officials reporting directly to post according to Performance Plans (shown through review documentation)	100%	Performance review report (all officials) 4th quarter	2.8%	All plans in place, signed and sent to PMS Officer	First quarter reports and reviews sent to PMS Officer	Second quarter reports and reviews sent to PMS Officer	Third and Fourth quarter reports and reviews sent to PMS Officer
	To maintain harmonious and content labour relations	Existence of a functional LLF	4 Quarterly meetings	Minutes of meetings	1.9%	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF
	To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	3.7%	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
	Ensure that Job Evaluation of positions in the SBDM and LM's are completed	Ensure 72 job/positions are evaluated in SBDM and LM's	72 Job positions are evaluated in the SBDM and LM's	Report	4.6%	NA	NA	50 out of 72 job positions evaluated in the SBDM and LM's	72 jobs evaluated in the SBDM and LM's
To establish	Relocation	Securing of	Securing of a	Report	3.7%	Progress report on	Progress report on	Progress report on	Progress report on

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)
2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
an SBDM institution to its area of jurisdiction by 2017	SBDM offices to Kirkwood	funding for the relocation to Kirkwood	office block in Kirkwood for CDM relocation			securing of funding and submitted to Council	securing of funding and submitted to Council	securing of funding and submitted to Council	securing of funding and submitted to Council
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
To Improve effectiveness in municipal financial management	improve corporate governance systems both in the district and LMs	Provision of assistance to 7 LMs in respect to GRAP compliance and improve Audit Outcomes (FIN00161)	Provide assistance through 1 training workshops held in GRAP compliance and new standards by making available financial management support to deal with issues raised in the LM	Report	1.9%	NA	Administrative planning and preparation to hold workshop with 7LM's at SBDM	Improved Financial Management process, policies, procedures and internal controls and dealing with specific Ag findings in management letter and assisting with the preparation on the audit plan	Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's
General	Exercise financial control over SBDM	Preparation of a funded budget	Adopted budget	Adoption by Council	8.3%	NA	Roll-over budgets received	Draft budget tabled	Approved budget by 31 May annually
		Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of the prescribed framework	Delivered on or before 31 August	Proof of delivery	8.3%	Statements delivered on or before 31 August	Response provided to Draft Management letter	Final letter included in annual report	NA
		At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	1.9%	NA	Projected expenditure within 10%	NA	90% of project budget implemented
	Adherence to budgetary matters	Collection of outstanding debt and unconditional grants	90%	Financial statements	.9%	NA	NA	NA	less than 10%
		Operating expenditure variance for F&CS not to exceed 10%	<10%	Financial statements	1.9%	NA	NA	NA	less than 10%
	To ensure financial sustainability	Achieving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	Balanced cash flow for year	Financial statements	2.8%	NA	NA	NA	Balanced cash flow. Meeting financial commitments
Lobby for funding	4 Successful submissions to sector departments / possible funders for Finance and Corporate Services Department	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	4.6%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Finance and Corporate Services	3 Reports (quarterly) to Capacity Building Manager	Plan and 3 reports	4.6%	Capacity building plan for Finance and Corporate Services Developed	Report to Capacity Building Manager	Report to Capacity Building Manager	Report to Capacity Building Manager
	Ensure that the Municipality complies with Legislation applicable to it	Delivery of consolidated financial statements to OAG on or before 30 September annually	Delivered on or before 30 September	Proof of delivery	3.7%	Statements delivered on or before 30 September	Response provided to Draft Management letter	Final letter included in annual report	NA
		100% Legal	90%	MFMA checklist	1.9%	100% overall legal	100% overall legal	100% overall legal	100% overall legal

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)
2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
		compliance to all key legislation and by-laws		complete with comments; In-year reporting		compliance to all key legislation	compliance to all key legislation	compliance to all key legislation	compliance to all key legislation
	Risk Management	Ensure that sufficient and effective controls are in place to management risks (Risk Management Register, Meetings held and Annual Risk Management Workshop)	100% controls in place to manage risks	Internal Audit reports	2.8%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercise financial control over SBDM	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	9.3%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	A legally compliant municipality	No repeat findings raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.8%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	2.8%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on implementation of Council Resolutions	1.9%	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
	To ensure effective and efficient service delivery	100% implementation of the Back 2 Basics Plan of F&CS	100% implementation of the Back 2 Basics Plan issues for F&I	Report	4.6%	100% implementation of Back 2 Basics Plan for F&CS	100% implementation of Back 2 Basics Plan for F&CS	100% implementation of Back 2 Basics Plan for F&CS	100% implementation of Back 2 Basics Plan for F&CS
		100% implementation of the Back 2 Basics Plan of F&CS	100% implementation of the Back 2 Basics Plan issues for F&I	Report	4.6%	100% implementation of Back 2 Basics Plan for F&CS	100% implementation of Back 2 Basics Plan for F&CS	100% implementation of Back 2 Basics Plan for F&CS	100% implementation of Back 2 Basics Plan for F&CS

CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services)							
2016/2017							
Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL							
Financial Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	20%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

ANNEXURE L

Eastern Cape: Sarah Baartman District Municipality(DC10) - Schedule of Service Delivery Standards Table 2017/18		
Standard	Service Level	
Solid Waste Removal		
Premise based removal (Residential Frequency)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District	
Premise based removal (Business Frequency)		
Bulk Removal (Frequency)		
Removal Bags provided(Yes/No)		
Garden refuse removal Included (Yes/No)		
Street Cleaning Frequency in CBD		
Street Cleaning Frequency in areas excluding CBD		
How soon are public areas cleaned after events (24hours/48hours/longer)		
Clearing of illegal dumping (24hours/48hours/longer)		
Recycling or environmentally friendly practices(Yes/No)		
Licenced landfill site(Yes/No)		
Water Service		
Water Quality rating (Blue/Green/Brown/N0 drop)	Water quality testing is performed by the District Municipality for the Local Municipalities within the District. The Local Municipalities have different water quality ratings.	
Is free water available to all? (All/only to the indigent consumers)	Water is only free to indigents	
Frequency of meter reading? (per month, per year)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District	
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)		
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)		
One service connection affected (number of hours)		
Up to 5 service connection affected (number of hours)		
Up to 20 service connection affected (number of hours)		
Feeder pipe larger than 800mm (number of hours)		
What is the average minimum water flow in your municipality?		
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		
How long does it take to replace faulty water meters? (days)		
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)		
Electricity Service		
What is your electricity availability percentage on average per month?	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District	
Do your municipality have a ripple control in place that is operational? (Yes/No)		
How much do you estimate is the cost saving in utilizing the ripple control system?		
What is the frequency of meters being read? (per month, per year)		
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)		
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)		
Are accounts normally calculated on actual readings? (Yes/no)		
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		
How long does it take to replace faulty meters? (days)		
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)		
How effective is the action plan in curbing line losses? (Good/Bad)		
How soon does the municipality provide a quotation to a customer upon a written request? (days)		
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)		
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)		
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)		

Sewerage Service	
Are your purification system effective enough to put water back in to the system after purification?	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
To what extend do you subsidize your indigent consumers?	
How long does it take to restore sewerage breakages on average	
Severe overflow? (hours)	
Sewer blocked pipes: Large pipes? (Hours)	
Sewer blocked pipes: Small pipes? (Hours)	
Spillage clean-up? (hours)	
Replacement of manhole covers? (Hours)	
Road Infrastructure Services	
Time taken to repair a single pothole on a major road? (Hours)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Time taken to repair a single pothole on a minor road? (Hours)	
Time taken to repair a road following an open trench service crossing? (Hours)	
Time taken to repair walkways? (Hours)	
Property valuations	
How long does it take on average from completion to the first account being issued? (one month/three months or longer)	n/a - The District Municipality does not collect rates as the rates collection is performed by the Local Municipalities within the District. Therefore the annual property valuations performed by the District is for GRAP compliance in the AFS.
Do you have any special rating properties? (Yes/No)	
Financial Management	
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	An amount of R296 812 is disclosed in 2015/16 AFS
Are the financial statement outsources? (Yes/No)	No
Are there Council adopted business process instructing the flow and managemet of documentation feeding to Trial Balalnce?	Yes, financial policies are approved by Council on an annual basis
How long does it take for an Tax/Invoice to be paid from the date it has been received?	The municipality ensures that all payments are made within 30 days.
Is there advance planning from SCM unit linking all departmental plans quaterly and annually including for the next two to three years procurement plans?	The Procurement plan is developed on an annual basis - multi-year projects are factored therein
Administration	
Reaction time on enquiries and requests?	Immediately
Time to respond to a verbal customer enquiry or request? (working days)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Time to respond to a written customer enquiry or request? (working days)	
Time to resolve a customer enquiry or request? (working days)	
What percentage of calls are not answered? (5%, 10% or more)	
How long does it take to respond to voice mails? (hours)	
Does the municipality have control over locked enquiries? (Yes/No)	
Is there a reduction in the number of complaints or not? (Yes/No)	
How long does in take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	
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 Management meetings are held to resolve matters including SCM matters
Community safety and licensing services	
How long does it take to register a vehicle? (minutes)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
How long does it take to renew a vehicle license? (minutes)	
How long does it take to issue a duplicate registration certificate vehicle? (minutes)	
How long does it take to de-register a vehicle? (minutes)	
How long does it take to renew a drivers license? (minutes)	
What is the average reaction time of the fire service to an incident? (minutes)	
What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)	
What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)	

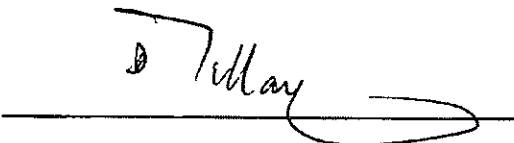
Economic development	
How many economic development projects does the municipality drive?	The municipality plan to support SMMEs within the District as well as lead new Economic Development initiatives within the District.
How many economic development programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?	The municipality has established a municipal entity to manage all catalytic projects that would impact on the District as a whole
What percentage of the projects have created sustainable job security?	0%
Does the municipality have any incentive plans in place to create an conducive environment for economic development? (Yes/No)	Yes
Other Service delivery and communication	
Is a information package handed to the new customer? (Yes/No)	Not applicable
Does the municipality have training or information sessions to inform the community? (Yes/No)	Yes, IDP and Budget Outreach Programme
Are customers treated in a professional and humanly manner? (Yes/No)	Yes

Sarah Baartman District Municipality 2017/18 Annual Budget and
MTREF

Municipal Manager's quality certificate

I, D M Pillay, Municipal Manager of Sarah Baartman 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 DM PILLAY (DAYALAN MURUVEN PILLAY)
Municipal Manager of Sarah Baartman District Municipality

Signature 

Date 24 May 2017