

Medium-Term Budget 2017/18 - 2019/20

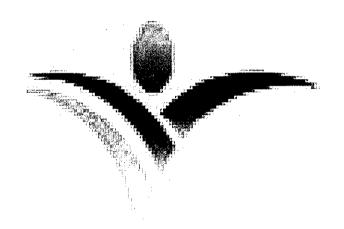
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PART 1

ANNUAL BUDGET



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 judicial 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 surrounding 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.

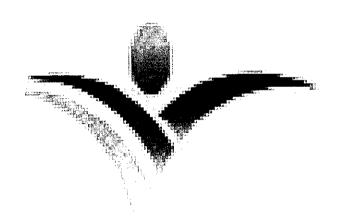
Finally I wish to express my heartfelt gratitude to:

- 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



Resolutions

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

Cacadu District Development Agency

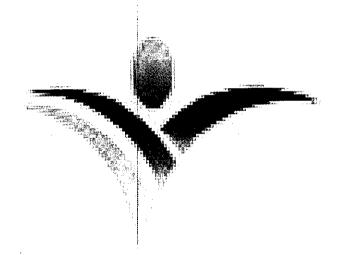
IT IS RECOMMENDED

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.



Executive Summary

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;
- o Securing the health of their asset base (especially the municipality's revenue
- o 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
- o Arranging workshops and events at expensive private venues
- Excessive printing costs
- Luxurious office accommodation and furnishings
- Foreign travel
- o Clir and staff perks such as mayoral cars, notebooks, travel allowances, etc
- o 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
- o 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:

- o Producing a credible balanced budget:
- Maintaining fiscal stability and financial sustainability;
- o 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;
- o Paying bills on time so that no late charges are incurred;
- o 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);
- o 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 effeciencies 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 of 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.

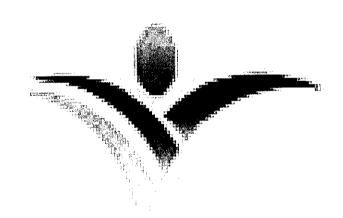
The 2017/2018 MTB will assist in addressing the following key IDP priorities:

- Good Governance and Public Participation
- o Institutional Transformation
- Financial Viability and Management
- o 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;
- o Participating fully in the Extended Public Works Programme.
- o 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.



Annual Budget Tables

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	Budget 2017/2018	Estimate 2018/2019	Estimate 2019/2020
	Rm	Rm	Rm	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	establikasis establikasis	e - chine ggm	70.77 9.77	R'm
GRANTS: NATIONAL				3.5
DISCRETIONERY REVEI	NUE	·		32.1
ACCUMULATED SURPL	US			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.

Description	2013/14	3/14 2014/15	2015/16	015/16 Current Year 2016/17				2017/18 Medium	Term Revenue Framework	& Expenditure
R thousands	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
Financial Performance		1						_ *		
Property rates	-	-	-	-	-	÷	-	-	_	
Service charges	44 707	47.000	10 055	14 000	10 275	18,375		18,000	17,000	15,000
Investment revenue	14,767	17,262	18,055 95,432	14,000 86,525	18,375 88,325	88,325	-	89,310	94,649	94,497
Transfers recognised - operational	97,390 29,264	89,384 2,773	14,325	42,223	55,637	2,062	_	33,044	13,866	11,392
Other own revenue Total Revenue (excluding capital transfers and	141,421	109,419	127,812	142,748	162,337	108,763		140,354	125,515	121,889
contributions)	,		ļ							
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	- 1	- 1	-]	-	-	-	-		-	-
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		-	-	_	-	-	-	- 1	_	-
Contributions recognised - capital & contributed assets	-			-	-	-				
Surplus/(Deficit) after capital transfers & contributions	4,400	(7,639)	(4,105)	-	-	(23,911)	- I	-	- 	-
Share of surplus/ (deficit) of associate	_		-	-	-	_		-		-
Surplus/(Deficit) for the year	4,400	(7,639)	(4,105)	-	_	(23,911)	-	-	-	_
Capital expenditure & funds sources									<u> </u>	
Capital expenditure	2,746	1,058	550	3,863	3,906	3,906	_	1,012	-	-
Transfers recognised - capital	l '-	· _	-		-	-	_	_	-	-
Public contributions & donations	_	_	_	-	-	- '	_	-	_	-
Borrowing	_	-	_ !	_	_	_		`-	i -	_
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					400 400	999 994		477.000	405 404	455 605
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	209,294	<u> </u>	177,650	165,431	155,59
Community wealth/Equity	251,644	240,274	236,169	193,240	193,240	. 209,294		177,030	100,401	100,00
Cash flows	7 200	6 202	(45.746)	1,680	1,680	(32,306)	_	2,109	2,232	2,36
Net cash from (used) operating	7,302	6,392	(15,746)				<u> </u>	(1,012)	1	2,00
Net cash from (used) investing	(2,920)	(961)	(2,040) 32,006	(3,863)	(3,906)	(3,500)		(1,012,	'l _	1 _
Net cash from (used) financing Cash/cash equivalents at the year end	34,229 129,434	(49,923) 83,985	98,205	96.022	93,796	ì		99,301	101,533	103,89
Cash backing/surplus reconciliation	120/101	[1				_	ļ	<u> </u>	
Cash and investments available	254,434	254,985	233,205	180,466	180,466	209,294	_	177,650	165,431	155,59
Application of cash and investments	28,088	35,410	21,836	19,818	19,862	· .	l -	_	_	1 -
Balance - surplus (shortfall)	226,346	219,575	1	160,648	160,604	1	-	177,650	165,431	. 155,59
Asset management		<u> </u> 	_				<u>-</u>		<u> </u>	<u> </u>
Asset register summary (WDV)	54,420	51,030	50,232	60,280	60,280	-	-	-		1 -
Depreciation	1,399	1,462	1,731	1,680	1,680	1,680	2,10	9 2,109	2,233	2,36
Renewal of Existing Assets	_	_	-	-	_	-	i -	-	-	-
· Repairs and Maintenance	640	475	627	2,100	2,100	495	63	1 631	670	71
Free services					1	1				
Cost of Free Basic Services provided	-	-	_	-	-	_	-	-	_	1
Revenue cost of free services provided	_	-	-	-	-	_	-	=	-	-
Households below minimum service level				1			1	1 .		
Water:	-	-	_	-	_	-	_			
Sanitation/sewerage:	-	~	_	_	_	_		l l		
Energy:	-	~	_	l -	_	_	-	ļ		
Refuse:	· -		_	-		-		_	_	- T

DC10 Sarah Baartman - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance' 2017/18 Medium Term Revenue & Expenditure Current Year 2016/17 2015/16 2013/14 2014/15 Framework Budget Year Description Fuli Year Pre-audit **Budget Year** Budget Year Original Adjusted Audited Audited hatibut +1 2018/19 +2 2019/20 2017/18 Budget Forecast outcome Outcome Outcome R thousand REVENUE ITEMS: roperty rates Total Property Rates less Revenue Foregone (exemptions, reductions and rebates and impermissable values in excess of section 17 Net Property Rates 6 Service charges - electricity revenue Total Service charges - electricity revenue less Revenue Foregone (in excess of 50 kwh per indigent household per month) less Cost of Free Basis Services (50 kwh per indigent household per month) Net Service charges - electricity revenue ĥ Service charges - water revenue Total Service charges - water revenue less Revenue Foregone (in excess of 6 kilolitres per inaigent household per month) less Cost of Free Basis Services (6 kilolitres per Indigent household per month) Net Service charges - water revenue Service charges - sanitation revenue Total Service charges - sanitation revenue less Revenue Foregone (In excess of free sanitation service to indigent households) less Cost of Free Basis Services (free sanitation service to indigent households) Net Service charges - sanitation revenue 6 Service charges - refuse revenue Total refuse removal revenue Total landfill revenue less Revenue Foregone (in excess of one removal a week to indigent households) less Cost of Free Basis Services (removed once a week to indigent households) Net Service charges - refuse revenue Other Revenue by source 12 383 9 836 Fuel Levy 31 644 40 878 54 292 717 12 884 28 172 1.523 Other Revenue 3 12 383 9 836 31 644 12 884 40 878 54 292 717 1 523 28 172 Total 'Other' Revenue EXPENDITURE ITEMS: 38 284 Employee related costs 34 170 36 185 24 173 32 688 32 688 27 344 18 059 27 406 2 2 485 Basic Salaries and Wages 2 348 1 640 2 218 2 372 2 480 1 867 2 372 2 228 Pension and UIF Contributions 6 301 6 405 6 201 6 537 6 537 5 088 6 742 4 491 9 587 Medical Aid Contributions 247 336 1 445 Overlime 1 200 1.366 1679 1 117 965 1.679 973 656 1 755 Performance Bonus 1 658 2 459 1 664 1 566 2 459 1 544 2919 1 735 Motor Vehicle Allowance 193 204 181 169 159 169 160 169 370 251 Celiphone Allowance 223 237 213 234 234 124 96 393 2 360 Housing Allowances 918 2 109 2 2 3 2 825 1 638 1 385 825 1111 Other benefits and allowances Payments in lieu of leave Long service awards 50 520 53 188 Post-retirement benefit obligations 46 963 38 390 47 957 46 963 38 545 38 217 34 843 sub-total 5 Less: Employees costs capitalised to PPE 50 520 53 188 38 390 47 957 38 545 46 963 46 963 34 843 38 217 Total Employee related costs Contributions recognised - capital List contributions by contract Total Contributions recognised - capital

epreciation <u>& asset impairment</u> Depreciation of Property, Plant & Equipment Lease arrorisation		1 399	1 462	1 731	1 680	1 680	1 680		2 109	2 233	2 364
Capital asset impairment Depreciation resulting from revaluation of PPE otal Depreciation & asset impairment	10	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											
otal bulk purchases	1	-	-		-	-	-		-	-	-
ransfers 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	١,	28 927	22 488	27 807	27 011	29 011		- -	27 985	19 439	20 195
otal transfers and grants Contracted services	'		1					ļ	_	_	_1
Information Technology Security and cleaning Internal Audit Consultant Fees		2 108 838 1 092	1 650 1 000 75 509	618 1 150 731 365	2 150 1 450 600 365	2 150 1 450 600 365	2 148 1 136 441 200		1 500 500 200	1 590 800 200	1 680 i 600 200
st Allocations to organs of state: Electricity Water Sanitation Other	ub-total	4 038	ļ	2 863	4 565	4 565 (3 925	-	2 200	2 390	2 480
Total contracted services Other Expenditure By Type Collection costs Contributions to 'other' provisions Consultant fees Audit fees General expenses		4 038			4 565 55 215	4 565 72 804	3 925 53 292	-	52 459	42 839	2 480 35 098
List Other Expenditure by Type										,	
					,						
Total 'Other' Expenditure		1 58 20	7 47 74	7 54 104	55 215	72 804	53 292		52 459	42 839	35 09
by Expenditure Item		8		1		1	1	 -	 	_	
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	Cu	rrent Year 2016/1	7	2017/18 Mediu	m Term Revenue Framework	& Expenditure
R thousand	1	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		- 1	-	-	-	-	-	-	-	
Community and public safety		4 901	1 370	- 1	33 133	40 378	-	15 057	5 947	3 749
Community and social services	i i	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	-	-	- 1	-
Economic and environmental services	1	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		_		-	- 1	~	_	-	-	-
Trading services		4 754	753	50	-	-	-	-	-	-
Energy sources		48	103	-		-	-	-	-	-
Water management		4 706	650	50	-	_	-	-	_	_
Waste water management		_	_	- 1	_		-	-	_	_
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	ŀ	_	_	_	-	_	_	-	-	_
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	ļ	2 908	3 441	2 116	1 100	10 639	10 546	8 855	10 237	8 610
Sport and recreation	1	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)			_	(23 911)	-l		_

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Per Functional Classification Description	Ref	2013/14	2014/15	2015/16		irrent Year 2016/1	7	2017/18 Medium Term Revenue & Expenditure Framework			
R thousand	1	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		124 077	102 845	117 294	99 900	104 525	105 502	107 062	111 720	110 155	
Municipal governance and administration 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 3 123	362	
Municipal Manager, Town Secretary and Chief Executive		93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793	
Finance and administration 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	95 859	100 484	101 048	102 875 1 200	105 230 200	107 068	
Human Resources		4 601	142	825 360	1 150	1 150	1 150	1 200	200	200	
Information Technology Property Services		1 051	1 209	1 395	1 300	1 300	1 300	1 350	1 430	1 500	
Internal audit		-	-			-		40057	5 947	3 749	
Community and public safety	ļ	4 901 2 908	1 370 493		33 133 4 353	40 378 4 353		15 057	5 947	3 /49	
Community and social services Disaster Management		- 2300	-	_	4 353	4 353	-	-	-	-	
Libraries and Archives	1	2 908	493	-		- 1		-		_	
Sport and recreation		300	-	-	_		-	_	-	<u> </u>	
Sports Grounds and Stadiums 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	1	-	1	-	590 590	590 590	-	490 490	-	1 -	
Housing Health		-	- -		10 780	10 720		490	-		
Health Services				-	10 780	10 720		-			
Economic and environmental services		7 689	4 451	10 467 994	9716 7455	16 934 14 879	3 261 1 000	18 235 16 000	7 849 5 500	7 985 5 500	
Planning and development		2 855 1 855	1 563 563	994 994	2 785 2 785	2885	, 000	15 000	5 500	5 500	
Economic Development/Planning Town Planning, Building Regulations and Enforcement, and City	1	1 000	1 000	-	4 670	11 994	1 000	1 000		-	
Road Iransport		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		4754	753	50		-		-		-	
Energy sources		48	103	-	-	-	-	-	-	-	
Electricity	1	48	103			-		-		-	
Water management		4 706 4 706	650 650	50 50	_		_	l <u>-</u>	_] [
Water Distribution Waste water management		-				-		-	-	-	
Waste management			=	<u> </u>	-	-			<u> </u>		
Other		1		-		500		<u> </u>	-	 	
Tourism Total Revenue - Functional	2	141 421	109 419	127 812	142 748	162 337	108 763	140 354	125 515	121 889	
Expenditure - Functional										74.04	
Municipal governance and administration		57 427	58 987 27 105	61 171 26 220	68 380 28 368	71 805 28 743	64 966 30 649	74 666 35 050	72 142 29 861		
Executive and council Mayor and Council		21 552 11 087	18 605	26 220	18 640		16 022	17 903	17 853	1	
Municipal Manager, Town Secretary and Chief Executive		10 466	8 500		9 728		14 627	17 147	12 008		
Finance and administration		35 875	31 882	34 951	40 012		34 317 11 107	39 616 13 767	42 281 15 269		
Administrative and Corporate Support		6 889 21 524	7 966 18 928	10 255 16 869	10 774 20 093		16 152		17 554		
Budget and Treasury Office Human Resources		3 081	2 022	2 301	3 259		2 549	3 095			
Information Technology	ļ	2 522	2 676		- 3751	3 806	3 714	4 179			
Property Services		1 558	290	2 181	2 137	2 137	796	2 218	2 382	2500	
Internal audit Governance Function			-	_	-	_	-	-	-	_	
Community and public safety		27 574	28 480	34 583	42 713		43 234	37 796			
Community and social services		2 908	3 441	2 115	1 100	10 639 9 339	10 546 9 246	1			
Disaster Management		2 908	3 441	2116	1 100		1 300	1	- 10 231	-	
Libraries and Archives Sport and recreation	1	300			300	300	87	-	100		
Sports Grounds and Stadiums		300	300		300		87		100		
Public safety		14 157 14 157	13 311 13 311		27 792 27 792		20 088 20 088		1		
Fire Fighting and Protection Housing		389			1 043		439		45	1 48	
Housing		389	422	433	1 043	1 043	439				
Health	1	9 820			12 478		12 075 12 075				
Health Services Economic and environmental services		9 820			12 478 25 167		17 884				
Planning and development		29 038				29 809	15 302	20 730	19 16	1972	
Economic Development/Planning		11 632	8 274	12772			4 322				
Town Planning, Building Regulations and Enforcement, and City	r	17 406 5 747			9 623		10 980				
Road transport Roads	1	5747	ł.		3 782		2 582			9 250	
Environmental protection		-	-	-					1		
Trading services		13 584			959		632	1 64	174		
Energy sources		41			_	-	_	-	-		
Electricity Water management		13 400		1 167							
Water Distribution	1	13 400						_1			
Wasie water managemen!		144	 		 		 	_{			
Waste management Solid Waste Removal		144		-] -	-	_] -	-	. <u> </u>	
Other		3 652	4 298								
Tourism	1.	3 652									
Total Expenditure - Functional	- 3			1		8 162 337	(23 91	· ·	L		
Surplus/(Deficit) for the year	- 1	4 400	7 639	9) (4 105	71 -	-	(23 91	71	1		

47 957 7 644 2 200 4 925 75 519 140 354 140 354 **Total** 1 1 1 Vote 15 -INAME OF VOTE 15] 1 1 Vote 14 -INAME OF VOTE 14] (2 276) 473 2 276 Vote 13 -Tourism Vote 12 -Eletricity (4 648) 1648 Vote 11 - Water - (866) 2 235 998 Vote 10 -Roads 4 I. Vote 7 - Public Vote 8 - Sport Vote 9 - Waste Safety and Recreation Management DC10 Sarah Baartman - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.) (9 931) 1 - 1 339 14 567 14 567 6 594 (428) I = I490 1:18 Vote 6 -Housing Vote 5 -Community Services (12 378) (12378)10 657 12 378 Vote 4 - Health 133 (4736) (4 736) 100 1000 10992 20 736 15 000 16 000 8 469 Infrustructrure Planning and deveelopment Vote 3 _ 64 901 --50 1225 86 075 2 100 1 690 16 646 64 901 1 350 18 000 106 700 20 459 1 8 Finance and Corporate Services (32 505) (32 505) 8 942 7 644 575 Executive and Vote 1 otal Revenue (excluding capital transfers and contribution æ louseholds, Non-profit Institutions, Private Enterprises, ransters and subsidies - capital (monetary allocations) ransfers and subsidies - capital (monetary allocations) Public Corporations, Higher Educational Institutions) National / Provincial Departmental Agencies, ransfers and subsidies - capital (in-kind - all) Surplus/(Deficit) after capital transfers & contributions Interest earned - external investments Interest earned - outstanding debtors Service charges - sanitation revenue Service charges - electricity revenue Rental of facilities and equipment Service charges - refuse revenue Depreciation & asset impairment Service charges - water revenue Description Vational / Provincial and District) Remuneration of councillors Fines, penalties and forfeits Gains on disposal of PPE Loss on disposal of PPE Employee related costs Fransfers and subsidies Transfers and subsidies Service charges - other Licences and permits Contracted services xpenditure By Type Dividends received Other expenditure evenue By Source Debt impairment Finance charges Agency services otal Expenditure **Bulk purchases** Other materials Other revenue urplus/(Deficit) Property rates

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

 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		2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand		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 by Vote	1		_ 1	_	1		700	40,000	9 335	5 862
Vote 1 - Executive and Council		30 791	7 329	8 242	3 596	3 596	723	15 362	107 885	109 793
Vote 2 - Finance and Corporate Services	1	93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 000	100100
Vote 3 - Planning and Infrustructrure deveelopment		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		-	-	- 1	590	590	••	490		3749
Vote 7 - Public Safety		1 693	877	-	21 763	29 069	-	14 567	5 947	3745
Vote 8 - Sport and Recreation		300	-	-	- 1	- 1	-] -	-	_
Vote 9 - Waste Management		-	- 1	-	-					2 485
Vote 10 - Roads	1	4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 483
Vote 11 - Water		4 706	650	50	- 1	-	-	-	_	-
Vote 12 - Eletricity		48	103	-	-	-	-	_	_	-
Vote 13 - Tourism	1	_	-	-	-	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		1	t
Vote 2 - Finance and Corporate Services		34 453	30 084	33 682	39 371	42 421	33 689	1		
Vote 3 - Planning and Infrustructrure deveelopment		18 397	10 060	12 878	13 348	21 772	16 080		,	
Vote 4 - Health	1	9 820	. 11 007	12 153	12 478	12 418	12 075		12 778	13 50
Vote 5 - Community Services		2 908	3 441	2 116	1 100	1 300	1 300		I	
Vote 6 - Housing	ļ	389	422	433	1 043	1 043	439		l .	
Vote 7 - Public Safety		14 157	13 311	19 822	27 792	35 098	29 333	24 498		1
Vote 8 - Sport and Recreation		300	300	59	300	300	87	-	100	10
Vote 9 - Waste Management		_	_	_	-	-	-	-	_	
Vote 10 - Roads		5 747	3 249	11 911	3 782	3 576	2 582	1		1
N. 1. 44 MI. 1		13 400	3 597	1 167	959	959	632	1 648	1 740	78
Vote 11 - water Vote 12 - Eletricity	İ	41	19	-	_	_	_	-	_	
Vote 13 - Tourism		3 652	4 298	5 528	5 530	6 030	5 958	2 276	4 635	3 02
Vote 14 - [NAME OF VOTE 14]		_	_	-	-	_		_	-	-
Vote 15 - [NAME OF VOTE 15]	-	_	_	_	-	_				<u> </u>
Total Expenditure by Vote	- 2	137 022	117 058	131 916	142 748	162 337	132 673	140 354	125 515	121 88
Surplus/(Deficit) for the year	2			(4 105	3		(23 911) -		-

OC10 Sarah Baartman - Table A3 Consolid Vote Description	Ref	2013/14	2014/15	2015/16	Cur	rent Year 2016/1	7	ZG17116 Medium	Term Revenue Framework	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	+2 2019/20
Revenue by Vote	. 1						700	15 362	9 335	5 862
Vote 1 - Executive and Council	1 1	30 791	7 329	8 242	3 596	3 596	723	362	712	362
1.1 - Council's expenses	1 [29 401	6 455	6 890	311	311	723	302	3 123	
1.4 - Capacity building		1 279	874	461	-	1	-	15 000	5 500	5 500
1.8 - Management - Economic Development		1		- 1	3 285	3 285	- 1	15 000	3 300	
1.9 - Management - Planning and Infr Developmen	ı I I				-					1
1,10 - Other		111		891	- 1			1		
		93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793
Vote 2 - Finance and Corporate Services	1	\$3 200	35 010	14		250	614	-	-	
2.1 - Financia! Accounting Division		85 144	92 103	105 413	95.814	100 189	100 389	102 825	105 177	107 012
2.2 - Revenue Collection	1	40	32 105	46	45	45	45	50	53	56
2.3 - Payroll Administration		40		360				l	1	1
2.4 - Information Technology	1	3 272		-	_ '			1		
2.5 - Pensioners Expenditure - Roadworks		1 236	1 025	520	1 250	1 250	1 250	1 250	1 000	1 000
2.7 - Finance Management and Support	1	1 230	, 025		١ _ ١		ł	1		
2,8 - Public Relations		74	167	325	150	150	150	200	200	
2.9 - People Management	1	71	2 221	2 376	2 330	2 330	2 330	2 375	1 455	1 525
2.10 - Other		3 524				11 594	1 000	1 000	_	-
Vote 3 - Planning and Infrustructrure deveelop	ment	2 855	1 563	994	4 170		1 000			-
3,3 - Project Management	- 1			1	4 170	11 188	1 000	, , , ,	1	1
3.4 - Local Economic Development	1	2 855	1 563	994		100		ł .		
3.5 - Planning Unit		1		1	1	306	1		l .	
· ·	ł	_	_	_	10 780	10 720	-	-	-	-
Vote 4 - Health		_	ľ	1	10 780	10 720	1			
4.2 - Environmental Health					l _	_	_	-	-	-
Vote 5 - Community Services		2 908	493		-	_				
5.2 - Libraries	ı	2 908	493					40.	, -	1 _
!		-	i -	-	590		1	498		
Vote 6 - Housing	ļ.				590	590	-	490		_
6.1 - Housing Coordinator		4.000	877	-	21 763	29 069	-	14 56	7 594	7 374
Vote 7 - Public Safety	1	1 693	977		4 353		۱	1		
7.1 - Disaster Management		4 603	877	,	17 410	1	s -	14 56	7 594	7 374
7.2 - Fire Services	į į	1 693	071				_	. \	. 1 -	. \ _
Vote 8 - Sport and Recreation		300		-	-	-	-	`		
8.1 - Sport grounds	,	300	1					Į.	1	
1 ' '		_	-	<u> </u>	- ا	-	-	·] -		
Vote 9 - Waste Management	1	4 834	2 88	9 47	4 2 26	2 059	5 226			
Vote 10 - Roads						1	5 226	31 2 23	15 234	19 248
10.1 - Roads and Transport		4 834		-					. 1 .	. 1 -
Vote 11 - Water		4 706		1		-	1	1		
11.1 - Water Services Authority	, i	4 708	65	0 5	0			l l		1
1		48	10	3 -	. -	-	.	- '	- .	-
Vote 12 - Eletricity	- 1	48	1					1	1	1
12.1 - Electricity - Other			1	` 	. -	50	. ا ا	_ .	_	<u>-</u> •
Vote 13 - Tourism		1 -	-	· -	.	50		-		1
13.1 - Tourism, Promotion and Development		1		1	1	1	1	1		_
	ļ.	-] -	. -	- -	· -	•	-	-	-
Vote 14 - [NAME OF VOTE 14]	1		1 .		- 1 -	. -	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	ļ	2 141 42	1 109 4	127 8	142 74	8 162 33	37 1087	63 140 3	54 125 5	15 121 8

DC10 Sarah Baartman		ad Budan	ted Einancial Pe	erformance (revenu	e and expendit	ure by	/ municipal vo	te) <u>A</u>
DC10 Sarah Baartman •	lable A3 Consolidat	eu buuge	teu (manoan i	STIGHTIGATES (1-2-1-1-				
			I	1				1 41

10 Sarah Baartman - Table A3 Consolida Vote Description	Ref	2013/14	2014/15	2015/16	Cur	rent Year 2016/1	7	2017/18 Medium	Term Revenue & Framework	
housand	\	Audited Outcome	Audited Outcome	Audited Outcome	Orlginal Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Hudget Year +2 2019/20
enditure by Vote	1	-								#7 AC7
 ;		33 759	37 270	32 167	37 046	37 421	30 499	43 875	39 416 5 331	37 867 5 619
Vote 1 - Executive and Council		6.418	11 455	8 000	5 469	5 769	3 527	5 058	2 166	2 254
1.1 - Council's expenses	1	1 583	2 026	1 681	2 377	2 452	1 629	2 089	2 374	2 501
1.2 - Office of the speaker		1 816	2 015	2 627	2 399	2 399	1 788	9 253	4 202	1 138
1.3 - Office of the municipal manager	1	1 562	1 494	1 745	971	971	905	2 644	954	1 006
1.4 - Capacity building		731	687	716	877	877	731	909	6 604	6 982
1.5 - Performance management	1	5 376	5 767	5 969	6 521	6 521	7 137	6 237	1 1	2 185
1.6 - Mayoral committee	.	1 565	1 797	1 268	2 059	2 059	1 305	2 183	2 079	7 984
1.7 - Management - Finance and Corporate Service	~	8 9 1 6	6 916	3 135	6 832	6 832	6 066	7 221	7 856	1 784
1.8 - Management - Economic Development		1 725	1 452	1 543	1 846	1 846	1 120	1 604	1 699	6 414
1.9 - Management - Planning and Infr Development	'	4 065	3 661	5 482	7 695	7 695	6 290	6 679	6 153	
1.10 - Other				33 682	39 371	42 421	33 689	38 984	41 612	42 406
Vote 2 - Finance and Corporate Services	1	34 453	30 084	8 159	8 888	9 138	8 079	6 713	7 527	6 844
2.1 - Financial Accounting Division		7 022	8 092		998	998	733	810	859	906
2.2 - Revenue Collection	1	1	1 095	1 218	811	811	771	870	926	979
2,3 - Payroll Administration		838	724	750		3 806	3 714	4 179	3 780	4 018
2.4 - Information Technology		2 822	2 676	3 344	3 751	5,000	37	_	-	-
2.5 - Pensioners Expenditure - Roadworks		3 272	3 188		4.000	1 969	1 634	2 232	2 368	2 502
2.6 - Security and Cleaning	1 1	1 220	1 467	1 509	1 969	1 665	712	li i	1 617	1 709
2.7 - Finance Management and Support		1 403	807	1 437	1 665	2 678	2 062			2 350
2.8 - Public Relations		2 055	1 928	2 173	2 678	l .	1 825		1	2 579
2.9 - People Management		2 081	1 982	1 891	2 409	2 353			_	20 52
2.10 - Other	1	13 740	8 125	13 202	16 203	19 004	14 121	1		
		18 397	10 060	12 878	13 348	21 772	16 080			10 66
Vote 3 - Planning and Infrustructrure deveelop	ment	395	318	151	695	695	675	5 526	549	58
3.1 - GIS Specialist		16	26	27	10	10		a -	-	1
3.2 - HOD - Planning Unit			6 847	1 279	5 025	13 043	8 500	5 991		
3,3 - Project Management		12 885			4 301	4 401	4 32	2 2 306	3 4 381	
3,4 - Local Economic Development	ŀ	2716	1 358	1 785	2 048	2 354		3 2 424	2 182	
3.5 - Planning Unit	İ	2 385	1 511	1 103	629	629	1	66	4 703	
3.6 - Trade and Investment	- 1	1		1	641	64		9 63:	2 669	70
3.7 - Planning and Infra - Admin Support	1	ļ					1		8 12 778	13 50
Vote 4 - Health		9 820	11 007	12 153	12 478	12 411	12 07	5 1231	° '-''`	, [
4.1 - Primary Health Care	İ		l		-		ىمىن أ	2 11 55	8 11 908	12 58
		9 500	10 373	11 467				- 1	- 1	·
4.2 - Environmental Health	1	320	634	685	. 786	78	3 73	3 82	v] • • • • • • • • • • • • • • • • • •	'
4.3 - Environmental Health Management		1		1	-	-	l	1	i	
4.4 - Clinics	1		1	2 116	1 100	1 30	0 130	o -	. -	1 .
Vote 5 - Community Services		2 908	3 44	' 2'''	'	1	1	1		
5.1 - Cemetries - Other	1		1		1 100	130	o 130	.ol -	. -	1 .
5.2 - Libraries		2 908	3 44	1 2116	, l	' · · · · ·	•			
	1		1			1]	19 45	4 4
Note & Hanning		389	42	2 433	3 104		1			
Vote 6 - Housing	1	389	42	2 433	3 104	3 104	3 4	39 9	19 45	" "
6.1 - Housing Coordinator				1	- ا	ļ		l	Į.	
6.3 - [Name of sub-vote]	1		40.00	1 19 82	2 27 79	2 35 09	18 293	33 244	98 12 13	
Vote 7 - Public Safety		14 157		*		_			55 10 23	86
7.1 - Disaster Management	1	5 462	1		· I	1		1	44 189	19 19
7,2 - Fire Services		8 696	7 22	9 11 06	1 1025	200		``		
	1		1					1	_ 10	. 100
and a second a second and cond and a second		300	30	30 5	9 30		*-	87	I	00
Vote 8 - Sport and Recreation	- 1	300		00 5	9 30	0 3	00	87	- "	<i>.</i> ~
8,1 - Sport grounds		1			. I	_	_ l	- l	<u>-</u> ·	-
Vote 9 - Waste Management	1	_	1 .	- -	1	1	·		23 23	69 2
Vote 10 - Roads		5 74	7 32						233 23	
10.1 - Roads and Transport	- 1	5 74	7 32	49 11 91	11 37	32 35				1
		13 40	1 .	97 1 16	57 9	59 9			548 17	
Vote 11 - Water	1		- [59	632 16	348 17	40
11.1 - Water Services Authority		13 40	_		"		_	_ l	_ [_
Vote 12 - Eletricity		4		19 -	-	-	- 1		1	1
12.1 - Electricity - Other]	4	1	19	1			l		
	Į	3 65	2 42	98 5.5	28 5.5	30 6		+		335 3
Vote 13 - Tourism	1	3 65	- 1				30 5	958 2	276 46	35 3
13.1 - Tourism, Promotion and Development		3 60	44				_	_ 1	_	-
Vote 14 - [NAME OF VOTE 14]	1	-	-	-	-	-		L		_
· ·		١.	.	_	-		-		751	515 121
Vote 15 - [NAME OF VOTE 15]	1	2 137 02		058 131 9	15 142	48 162	337 132	673 140	354 125	313 121
Total Expenditure by Vote						_	/22	911)	_	_
Surplus/(Deficit) for the year		2 44	na 17 i	639) (4.1	05)	-	- (23			

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.
- 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) 2017/18 Medium Term Revenue & Expenditure Current Year 2016/17 2015/16 2014/15 Ref 2013/14 Framework Description Budget Year Budget Year +1 Budget Year +2 Pre-audit Adjusted Full Year Audited Original Andited Audited 2019/20 2017/18 1 R thousand Outcome Budget Budget Forecast outcome Outcome Outcome Revenue By Source 2 Property rates Service charges - electricity revenue 2 _ 2 Service charges - water revenue .. 2 Service charges - sanitation revenue 2 _ Service charges - refuse revenue _ Service charges - other 1 350 1 430 1 500 1 300 1 395 1 300 1.300 1.051 1 209 Rental of facilities and equipment 16 000 17 000 18 000 18 375 18 375 14 000 18 055 14 767 17 262 Interest earned - external investments Interest earned - outstanding debtors Dividends received _ Fines, penalties and forfeits Licences and permits 56 53 50 45 45 45 42 46 40 Agency services 94 649 94 497 89 310 88 325 86 525 88 325 89 384 95 432 97 390 Transfers and subsidies 9 836 717 31 644 12 383 40 878 54 292 1 523 12884 2 28 172 Gains on disposal of PPE 121 889 140 354 125 515 142 748 162 337 108 763 127 812 Total Revenue (excluding capital transfers and 141 421 109 419 contributions) Expenditure By Type 50 520 53 188 47 957 38 390 46 963 46 963 38 545 34 843 2 38 217 Employee related costs 7 644 8 095 8 564 7 314 7 314 6 375 6 636 6 164 6 407 Remuneration of councillors 293 Debt impairment 2 233 2 364 2 109 1 680 1 680 1 680 2 1 399 1 462 1 731 Depreciation & asset impairment Finance charges 2 Bulk purchases 8 Other materials 2 480 2 390 3 925 2 200 4 565 4 565 4 038 3 234 2 863 Contracted services 20 195 19 439 27 985 29 011 29 011 27 011 22 488 27 807 28 927 Transfers and subsidies 35 098 42 839 52 459 53 292 72 804 47 747 54 104 55 215 58 207 4.5 Other expenditure 230 584 Loss on disposal of PPE 71 121 889 140 354 125 515 132 673 131 916 142 748 162 337 117 058 137 022 Total Expenditure (23 911) (7 639) (4 105)4 400 Surplus/(Deficit) Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational 6 Institutions) Transfers and subsidies - capital (in-kind - all) (7 639) (4 105) (23 911) 4 400 Surplus/(Deficit) after capital transfers &

(4 105)

(4 105)

(4 105)

(7 639)

(7 639)

(7 639)

4 400

4 400

4 400

7

(23 911)

(23 911)

(23 911)

_

_

contributions Taxation

Surplus/(Deficit) after taxation Attributable to minorities

Surplus/(Deficit) for the year

Surplus/(Deficit) attributable to municipality

Share of surplus/ (deficit) of associate

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.

Vote Description	Ref	2013/14	2014/15	2015/16		Current Yea	ar 2016/17		2017/18 Mediu	m Term Revenue Framework	·
R thousand	1	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
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2	_	_	_	_	<u>-</u>	+	_	-	_	_
Vote 1 - Executive and Council			_ 1	_ }	_	_ l	_	-] -	-	_
Vote 2 - Finance and Corporate Services Vote 3 - Planning and Infrustructrure deveelopment			_	_	_	- 1	-	_	-	_	-
		_	_	_	_	-	_ [· -	-	_	-
Vote 4 - Health Vote 5 - Community Services		_	_	_	_		-	_	-	-	-
		_	_	_	_	-	-	_] -	_	-
Vote 6 - Housing		_	_	_ 1	- 1	- 1			-	_] -
Vote 7 - Public Safety			-	_	_	_	- 1	_		_	_
Vote 8 - Sport and Recreation Vote 9 - Waste Management		_	_	_	_ [-		_	-	-	_
Vote 10 - Roads		_	_	_	-	-	-	_	-	_	-
Vote 10 - Roads Vote 11 - Water		_	_	_	_	_	_ !	_		-	-
Vote 12 - Eletricity		_	_	_	_		-	_	-	-	_
Vote 13 - Tourism				_	_	_	_	_	-	_	-
	1	_		_ 1	_	_	_	_	-	_	_
Vote 14 - [NAME OF VOTE 14] Vote 15 - [NAME OF VOTE 15]		_	_	_		_	-	_	-	-	-
,	7								_	-	-
Capital multi-year expenditure sub-total	\ '	_	_						1		
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		1 -
Vote 3 - Planning and Infrustructrure deveelopment	1	_	-	128	634	644	844	-	17	!	_
Vote 4 - Health		_		726	-	-	- '	-	-	j -	_
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing	ļ	- 1	-	_	'	-	-	_	1 -	_	_
Vote 7 - Public Safety	1	_	-	-	-	-	-	_	55	. 1	-
Vote 8 - Sport and Recreation		_	-	_	-		-	-	-	-	-
Vote 9 - Waste Management		-	-	_	_	-	-	-	-	_	_
Vote 10 - Roads	Ì	_	_	_	-	_		-	-	-	_
Vote 11 - Water		_	-	-	-	-	-	-	-	-	_
Vote 12 - Eletricity		- 1	- 1	_	-	-	-	-	-	-	1 -
Vote 13 - Tourism		- 1	_	_	-	-	-	-	-	_	_
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 01	2	
Total Capital Expenditure - Vote	-	2 746	1 058	1 403	3 863	3 906	3 906	_	1 01	2 -	
	+										1
Capital Expenditure - Functional						0.070	3 273	_	l _	_	` _
Governance and administration	1	2 746	1 058	550	3 229	3 273	1	_		l l	_
Executive and council				293	1 129	1 172	1 999	_		1	_
Finance and administration		2746	1 058	257	1 999	1 999] _] _
Internal audit	1				102	102	102			<u> </u>	_
Community and public safety		-	-	_	-	_	_	-] _		_
Community and social services		-	_	-	-	-	`-	-	_	· -	
Sport and recreation		-	-	-	_	-	-	_	-	· -	1
Public safety	-	-	-	-	-	-	-	-	-	_	_
Housing		-	-	-	-	_	, -] -	_	:	
Health		-	-	-				_	Į.		
Economic and environmental services		i -	-	-	634	634	1	1		ĺ	
Planning and development	1	-	·	-	634	634	1	-	-		
Road transport		_	_	-	-	_	-	-	-		
Environmental protection		-	-	-	-	-	-	-	· -		
Trading services		-	-	-	-	-		-	·] -	1	
Energy sources		_	_	· -	-	_	· -	-	· -	- -	. .
Water management		_	_	-	-		-	-	•	- -	. '
Waste water management	i	-	-	-	-	-	. –	-	•		
Waste management	1	_	-	-	-	-		-		- -	
Other		_	_	-	-				· ·		
Total Capital Expenditure - Functional	3	2 746	1 058	550	3 863	3 906	3 906		· <u> </u>	- -	<u> </u>
	+		1	-	-		1				
Funded by:									_	_ _	
National Government		-	-	_	_	_	_			_	
Provincial Government	1	-] -	_	-	-	-	1		1	- 1
District Municipality		_	1 -	-	-	_	_	1		-	
Other transfers and grants			· -	_		ļ		ļ. <u> </u>			
Transfers recognised - capital	4	ļ 	-	-	-	-	-	-		1	-
Public contributions & donations	5	5 -	-	-	-	_	_	-			-
Borrowing	6	5 -	_	-	-	-		. •	ļ	-	-
Internally generated funds	-	2746	1 058	55	3 863	3 906		_			-
							5 3 900		_	- .	-

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

C10 Sarah Baartman - Table A5 Consolida Vote Description	Ref	2013/14	2014/15	2015/16	Tutictional cia	Current Yea			2017/18 Mediu	m Term Revenue Framework	& Expenditure
Aote néscribrou		Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Budget Year +1	Budget Year +2
thousand	1	Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2017/18	2018/19	2019/20
apital expenditure - Municipal Vote	2		_	!						,	İ
lulti-year expenditure appropriation Vote 1 - Executive and Council	_	_	_	_	- 1	- 1	- 1	-	-	-	-
Vote 2 - Finance and Corporate Services		_	-	-	-	-	-	_	-	-	-
Vote 3 - Planning and Infrustructrure deveelopmer	i it	-	-	-	-	-	-	-	_	-	-
Vote 4 - Health	'	-	-	-	-	-	-	-	-	_] <u>-</u> [
Vote 5 - Community Services		-	-	-	-	-	- 1	-	_	_	
Vote 6 - Housing		-	-	-	1 -	-		-	_	_	_ '
Vote 7 - Public Safety		-	-	-	<u> </u>	_	_	_	_	_	
Vote 8 - Sport and Recreation] -	-	_	_	_	_		-	-	- 1
Vote 9 - Waste Management	1	-	<u>-</u>]		_	_ '	_	-	_	-	_
Vote 10 - Roads] _ [_	_	-	_	_	-	-	-	- '
Vote 11 - Water		_	_	_	_	-	-	-	-	-	-
Vote 12 - Eletricity		1 - 1	_	-	-	-	-	-	-	-	_
Vote 13 - Tourism Vote 14 - [NAME OF VOTE 14]		_	-	_	- '	-	-	-	-	_	
Vote 15 - [NAME OF VOTE 15]] - [- 	
Capital multi-year expenditure sub-total	1		-		- '	-					<u> </u>
Capital expenditure - Municipal Vote	+	- -							1		
Single-year expenditure appropriation	2	1		000	1 110	1 162	1 162	_	3	o -	_
Vote 1 - Executive and Council		- 1	-	293 42		1 043	1 043		2		_
1.1 - Council's expenses		_			1 -		-] -	-		ļ
1.2 - Office of the speaker 1.3 - Office of the municipal manager	ļ	_	_ !	, 8	10	10	ì		1	1	
1.4 - Capacity building			_	12			-	_			_
1.5 - Performance management		_	-	4	21	21	21	_		l l	_
1.6 - Mayoral committee] _	_	_	26	26	26		-	. -	-
1.7 - Management - Finance and Corporate Servi 1.8 - Management - Economic Development	ces	_	_	193	1	-	_	-		i	-
1.9 - Management - Planning and Infr Developme	nt	_	-	2	1	28					
1.10 - Other	-	_	-	,	35	35		į.		i .	
Vote 2 - Finance and Corporate Services		2 746	1 058	25	7 2 101	2 101	2 101	'l <u> </u>	91	1	
2.1 - Financial Accounting Division	ŀ	686	-	_			l		1	- -	. _
2.2 - Revenue Collection		3	· -		3 -		-	-	· 1	- -	1
2.3 - Payroll Administration 2.4 - Information Technology		970	118	20	1	200	200	1		00 -	
2.5 - Pensioners Expenditure - Roadworks		1	-	-	1	-	_		l.	_	
2.6 - Security and Cleaning	1		-		1	_	_	l l	1	_ -	. -
2.7 - Finance Management and Support		. 22			4 -	_	_		.	_ .	- -
2.8 - Public Relations	Ì	56	278	1	0 46	1	6 4	6 -	.]	22	- -
2.9 - People Management		1 008	1		1 854	1	4 1 85	4 -	- 6	85	- -
2.10 - Other Vote 3 - Planning and Infrustructrure deveelopm	i nont	_	_	12	18 634	64	4 64	4 -	-	1	- -
3,1 - GIS Specialist		-	-		ı	-	-	٠ ٠	- '	- .	- -
3.2 - HOD - Planning Unit	1	-	-		1		4 60	, .	[]	_	-
3.3 - Project Management		-	-	1	12 604 8 31		-	1	_	_]	- -
3.4 - Local Economic Development		_	_	11	8 31 38 -	'\	-	1	-	17	- -
3.5 - Planning Unit		1			26 -	_	. -	.	-	-	- Ì -
Vote 4 - Health	.		_		26 -	-	. -	-	-]	-	- -
4.2 - Environmental Health		_	_		_ _	_		-	-	-	-] -
Vote 5 - Community Services	Ì	_			<u> </u>		1	-	_	_	- -
Vote 6 - Housing		-	_		1			_	_	59	_ -
Vote 7 - Public Safety		_			-	. -	1	-	-	59	
7.1 - Disaster Management	Į	_	1		_			-	_	-	_
Vote 8 - Sport and Recreation	Ì	_	1 -		<u>-</u>	. .		-	- '	-	- -
8.1 - Sport grounds		-			_		_	- l	-	-	- -
Vote 9 - Waste Management	1	-			_	•	_	-	_	-	
Vote 10 - Roads		_					_	_	_	_	_ .
Vote 11 - Water	İ	-	-		_	1		1	_	_	_ \
Vote 12 - Eletricity		-	· -		- '	·	1	-	_	_	_
Vote 13 - Tourism		-	. -		-	•		-	-	_	
Vote 14 - [NAME OF VOTE 14]		-	. -	.	-	-	-	-	-	-	
Vote 15 - [NAME OF VOTE 15]	1	_	. <u> </u>	.				-			
Capital single-year expenditure sub-total		2 74	105		403 3.8			006		012	
Total Capital Expenditure		2.74	16 10	8 1	403 38	63 39	106 39	906	- 1	V12	

Explanatory notes to Table A6 - Budgeted Financial Position

- 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 Cons Description	Ref	2013/14	2014/15	2015/16		Current Yea	ar 2016/17		2017/18 Mediun	Term Revenue Framework	& Expenditure
R thousand		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
ASSETS						"			i		
Current assets							ŀ			-30 _	
Cash	1 1	4375	4 (A) (A)	1996 · · ·				a -	177,650	165,431	155,595
Call investment deposits	1	254,434	254,985	233,205	180,466	180,466	209,294	-	177,000	100,431	[00,000
Consumer debtors	1	934	2,675	5,071	-	-	-		_	_	Lafe s#∄
Other debtors		2,710	1,119	2,649	-	- I	· ME	g# -	- 1880 m	- A.a	表的。 2個是
Current portion of long-term receivables		- T	, - A	-	<u> </u>	. <u>.</u>	A 7/48 - 1				100 / C-
Inventory	2	(i) (ii)	7 44	<u> </u>	1.0		-		177,650	165,431	155,595
Total current assets		258,078	258,780	240,925	180,466	180,466	209,294		111,000	100,401	100,000
Non current assets					·						1000
Long-term receivables		232	182	188	182	182		, T]	- 45	109 -7
Investments		877°E				sar. 76		· I	1	- 15460 P	-
investment property		25,598	25,963	25,963	25,963	25,963	- 1 <u>11</u>	1	-	198 80 -	1965 - 21
Investment in Associate			446 - 1	- 1		-	z <u>∓</u> .		- 12° -	-	#1
Property, plant and equipment	3	28,736	24,981	24,183	34,230	34,230	- '	_	-	-	- V69:
Agricultural			,	_	240 	· • • • • • • • • • • • • • • • • • • •	-	·· -	-		
Biological			.i. 50		-	- '	: Fig. 5		-di -	[.,. 5)	_
Intangible		87	87	87	87	87		_		ii.	, si =
Other non-current assets		34,034	35,028	35,028	35,028	35,028					<u> </u>
Total non current assets		88,685	86,241	85,447	95,490	95,490	_			165,431	155,595
TOTAL ASSETS		346,763	345,020	326,372	275,956	275,956	209,294	<u>-</u>	177,650	165,431	100,000
LIABILITIES					l			i			
Current liabilities	ļ	!						1	1		
Bank overdraft	1		_	_	, 25° 🖦	4 E -			-		
Borrowing	4	3,984	3,897	3,849	3,897	3,897		l	-		-
Consumer deposits		Joy 71-	5667_		-	2 Super		1.75	F W T	20 gains -	_
Trade and other payables] 4	31,377	37,921	25,518	20,000	20,000		-	-	-	-
Provisions	'	789	414	719	414	414	-77	<u> </u>		<u> </u>	
Total current liabilities	- -	36,150	42,233	30,086	24,312	24,312	-	_			
<u> </u>									•	1	Ĭ
Non current liabilities		_		_	1 _	_	-	_	_	_	_
Borrowing	ļ	58,969	62,513	60,116	1	58,405	_] _	_	-	-
Provisions		58,969	62,513	60,116		58,405	-			-	
Total non current liabilities	_	95,119	104,746	·	1	82,717		 			
TOTAL LIABILITIES		· · · · · · · · · · · · · · · · · · ·		 		 - '	 		177,650	165,43	155,59
NET ASSETS	5	251,644	240,274	236,169	193,240	193,240	209,294	 	111,000	100,40	. 100,00
COMMUNITY WEALTH/EQUITY								1			
Accumulated Surplus/(Deficit)	1	175,134	163,316	159,212					177,650	165,43	1 155,59
Reserves	4	76,510	76,958	76,958	77,810	77,810	77,765	-	-	_	-
1,000,000						<u> </u>					ļ
TOTAL COMMUNITY WEALTH/EQUITY		251,644	240,274	236,169	193,240	193,240	209,294	-	177,650	165,43	1 155,59

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.

OC10 Sarah Baartman - Table A7 Consolida Description	Ref	2013/14	2014/15	2015/16		Current Yes	ar 2016/17		2017/18 Mediu	n Term Revenue Framework	& Expenditure
R thousand	-	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				ļ	i	1					
Property rates		1	İ				i		-	_	-
Service charges		ļ		Į.							-
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	-	1	- [-	-	-		-	i	
Interest	. 1	14,645	16,900	18,277	14,000	14,000	18,375		18,000	17,000	16,000
Dividends		-	-	- 1	-		-		-	-	-
Payments							.]				
Suppliers and employees		(96,616)	(75,296)	(97,441)	(114,057)	(114,057)	(114,057)		(110,260)	(103,844)	(99,330
Finance charges		- 1	(782)	(0)	-	_	-		_	_	
Transfers and Grants	1 1	(26,527)	(21,722)	(29,670)	(27,011)	(27,011)	(27,011)		(27,985)		
NET CASH FROM/(USED) OPERATING ACTIVITIES	İ	7,302	6,392	(15,746)	1,680	1,680	(32,306)		2,109	2,232	2,364
CASH FLOWS FROM INVESTING ACTIVITIES				i					Į.		
Receipts		i					[
Proceeds on disposal of PPE		35	47	205	_	_	-		-	-	-
Decrease (increase) in non-current debtors			49	(837)	_	_	_		-	-	-
Decrease (increase) other non-current receivables	1	(209)	_	(5)	_	_	_		-	-	_
Decrease (increase) in non-current investments		,	_	- '	_	_	_		-	-	-
Payments									l	1	
Capital assets	1	(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	1										
Short term loans				_	.–	_	-		-	-	-
Borrowing long term/refinancing		_	_	_	_	_	_	i	-	_	-
Increase (decrease) in consumer deposits	-	_	_	_	_	_	_	1	-	_	-
Payments						1					
Repayment of borrowing		34,229	(49,923)	32,006	_	_	_		-	_	
NET CASH FROM/(USED) FINANCING ACTIVITIES	+	34,229	(49,923)			_				-	
		38,611	(44,492)	14,220	(2,183)	(2,226)	(36,212)		1,097	2,23	2,36
NET INCREASE/ (DECREASE) IN CASH HELD	,	90,823	128,477	83,985	98,205	96,022			98,20	1	101,53
Cash/cash equivalents at the year begin: Cash/cash equivalents at the year end:	2 2	129,434	83,985	98,205	96,022	93,796		_	99,30		

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 Ye	ar 2016/17		2017/18 Mediu	m Term Revenue Framework	& Expenditure
R thousand		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							4			404 500	400.007
Cash/cash equivalents at the year end	1	129,434	83,985	98,205	96,022	93,796	57,584	-	99,301	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 1	- 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					i	ļ					
Unspent conditional transfers		12,856	9,013	-	-		-	-	-	-	-
Unspent borrowing		-	-		-	-	_		-	_	_
Statutory requirements	2	-		.=;:	-	. . I	-	- N. P	<i>≸</i> =	<u>-</u>	
Other working capital requirements	3	15,231	26,397	21,835	19,818	19,862	- 1	-	-	-	-
Other provisions		·	· · · · -	-		<u></u>		-	-	-] -
Long term investments committed	4	_	-	-	_	-	-	-	-	-	_
Reserves to be backed by cash/investments	5	-	, - 1	, 1 35 V 45 - 1	1.11.1-	± /	. 55 c. . 15 c.			<u> </u>	ş
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

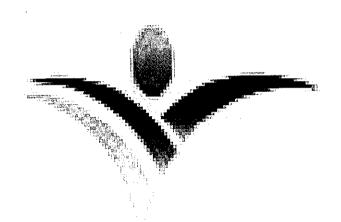
Explanatory notes to Table A10 - Basic Service Delivery Measurement

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.

	olidated basic service delivery measu		2013/14	2014/15	2015/16	Cı	rrent Year 2016/	17	2017/18 Mediu	m Term Revenue Framework	& Expenditure
Descri	ntion (Ref	Quicome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year + 2018/19	Budget Year + 2019/20
ousehold service targets		1								45	
fater:		1				_		_	_	_	
Piped water inside dwelling			_	-	-	_		_	_	_	_
Piped water inside yard (but not in dwelling)		2		_			_	_	_	-	_
Using public tap (at least min.service level) Other water supply (at least min.service level)		4	_	_	_	_	_ 1	-	-	-	-
Calci and Supply (actions in the second second	Minimum Service Level and Above sub-total	Ì	-	-	-	-	-	_	-	-	-
Using public tap (< min.service level)		3	- 1	-	-	-	-	-	-	-	
Other water supply (< min.service level)		4	-	-	-	-	_ '		_	_	
No water supply	a receasion to the contract following		<u> </u>	-						 -	-
otal number of households	Below Minimum Service Level sub-total	5	= =								
		•	ļ				!				1
anitation/sewerage:		ŀ	_	_	_	_	-	_	_	-	
Flush toilet (connected to sewerage) Flush toilet (with septic tank)			_	_	_	_	-	-	-	-	
Chemical toilet			· -	_	-	-	-	-	-	-	
Pit toilet (ventilated)		1	-	-	i -	-	_	-	-] -	
Other toilet provisions (> min.service level)							_			-	-
	Minimum Service Level and Above sub-total		-	_	-	_				1 [
Bucket toilet		1		_	_	<u> </u>	_	_	_	_	
Other toilet provisions (< min.service level) No tollet provisions			_]	_	_	-	_] -	-	
(va tollet provisions	Below Minimum Service Level sub-total			_			-	-	_		
Total number of households		5	-	_	-		-	-	- ["		
		Ì		İ			İ				
Energy: Electricity (at least min.service level)			_	_	_	-	_	-	-	· -	
Electricity - prepaid (min.service level)		1	-	_	-			_	-	-	
	Minimum Service Level and Above sub-total	1	-	-	-	-	-	-] -		
Electricity (< min.service level)			_	-	-	-	-	-		1	
Electricity - prepaid (< min. service level)			-	-	-	_	-	_		1	
Other energy sources	Batan Minimum Coming Laural out total										
Takal manushar at he meshelde	Below Minimum Service Level sub-total	5					_	-	-	-	.
Total number of households		*							ı	ļ	
Refuse:		-		_	_	_	_	_	·	. .	.
Removed at least once a week	Minimum Service Level and Above sub-total				_	_	_	_
Removed less frequently than once a week	Minimiditi Service Level and Amove son-total		_	_	_	_	_	-		- -	-
Using communal refuse dump			_	_	_	-	_	-		- -	-
Using own refuse dump		1	_	_	-	-	-	-	l l	- -	1
Other rubbish disposal			_	-	-	-	-	-	l .		-
No rubbish disposal							<u> </u>	-			
	Below Minimum Service Level sub-total	5		-		<u> </u>	-	+			
Total number of households									-	_	
Households receiving Free Basic Service		7	1			ŀ			-		
Water (6 kilolitres per household per month)			-	-	-	-	-	-		-	-
Sanitation (free minimum level service)	-		_	_	-	_	_	_		_	_
Electricity/other energy (50kwh per household	per month)	-	-		-	1 -		_			-
Refuse (removed at least once a week)		+					-	_			
Cost of Free Basic Services provided - Formal	Settlements (R'000)	8	,			_	_	_	.	_ i	_
Water (6 kilolitres per Indigent household per Sanitation (free sanitation service to Indigent		İ	_	_	_	1 -	_	_	.	_	-
Electricity/other energy (50kwh per indigent h			_	-	_	1 -	-	-	.		-
Refuse (removed once a week for indigent h			-	-	-	-	-	-		-	-
Cost of Free Basic Services provided - Informa			-					<u> </u>			
Yotal cost of FBS provided		\perp		-		<u> </u>	 -		<u> </u>	-	-
Highest level of free service provided per hous	<u>ehold</u>					1					
Property rates (R value threshold)		1	-		-	-	_			_	_
Water (kilolitres per household per month)		1	-	-		· -		1 '		_	_
Sanitation (kilolitres per household per month Sanitation (Rand per household per month)	l		_		i		_	1	l .		-
Electricity (kwh per household per month)	•	Ì	_	. -	.	.	. _	-	-	- [-
Refuse (average litres per week)		- 1	_	-			·		-	-	
Revenue cost of subsidised services provide	(R'000)		9								
Treferide vose or adportised services provide	***************************************										
Property rates (tariff adjustment) (Impermis	sable values per section 17 of MPRA)		-	. -	. -	- -	. -	. .	- [-	-
	bates and impermissable values in excess of										
section 17 of MPRA)	•		-	. -	. -	- -	- -		-	-	
Water (in excess of 6 kilolitres per indigen		-	-	. -	i	- -	- -		-	~	-
Sanitation (in excess of free sanitation serv			-	. .	1	- -	1		_	-	_
Electricity/other energy (in excess of 50 kw)			-			-			-	_	_
Refuse (in excess of one removal a week f	or inaigent households}		-			. .			-	-	-
Municipal Housing - rental rebates			6	. .	1	l l		1	_	-	-
				1	1		1	1		1	1
Housing - top structure subsidies Other			`		- -	- ,	- -	-	-]	-	-

PART 2

SUPPORTING DOCUMENTATION



Overview Of The Annual Budget Process

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:

0	11/03/2017	1 st Budget Steering Committee meeting
0	20/03/2017	Mayoral Committee where draft budget presented and adopted
0	29/03/2017	Council to approve draft budget
0	01/04/2017	Public participation process
0	05/05/2017	Public participation ends
0	09/05/2017	2 nd Budget Steering Committee meeting
0	10/05/2017	Mayoral Committee where draft budget presented and adopted
0	24/05/2017	Council to approve final budget
0	01/06/2017	Submit drat budget to National and ProvincialTreasury

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
- o 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:

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

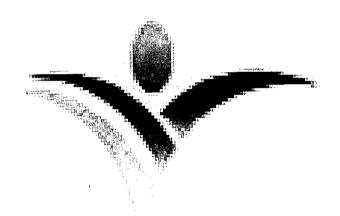
In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 66, 70, 74, 78, 82, 85 and 86 has been taken into consideration in the planning and prioritisation process.

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.



Overview Of Alignment Of The Annual Budget With The IDP

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	upporting Table SA4 Recor Goal	Goal Code		2013/14	2014/15	2015/16		rrent Year 2016/	17	2017/18 Mediu	m Term Revenue Framework	& Expenditure
		:	Ref	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		11.3.70		129,178	100,912	117,294	99,900	104,725	105,502	115,062	111,720	110,155
CAPACITY BUILDING AND SUPPORT TO LM'S				123,170	100,012	117,241	#	4.800 L	40)0	Dr. e.		
COMMUNITY SERVICES	\$ 10 m			241	1,370	4	32,543	39,788	-	14,567	5,947	3,749
ECONOMIC DEVELOPMENT		4		1,855	30	-	2,785	3,185		6,000	5,500	5,500
A Septiment	\$1.00 \$1.00			1.70	1,50					586.4	2,349	0.40
INFRASTRUCTURE	-77			10,147	7,107	10,518	7,521	14,639	3,261	4,725	2,349	2,485
INVESTMENTS	, air		İ			1				- 10 To	128	2.5
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Allocations to other priorities			2		1							
	tal transfers and contributions)		1		109,419	127,812	142,748	162,337	108,763	140,35	4 125,515	121,88

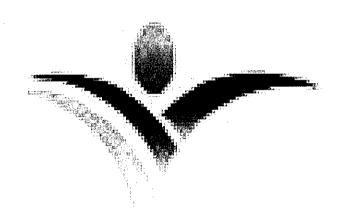
OC10 Sarah Baartman - Su Strategic Objective	Goal	Goal	2013/14	2014/15	2015/16		rrent Year 2016/1	7		m Term Revenue Framework	
R thousand		Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	2019/20
CAPACITY BUILDING AND SUPPORT TO LM'S		7 B	62,079 14,457	- 58,121 28,381	62,551 36,939	67,838 41,370	73,393 47,515	58,388 41,408	74,697 36,627	72,276 24,909	71,348 24,059
ECONOMIC DEVELOPMENT	£		17,732	9,691	11,947	16,863	17,263	16,346	**		15,463
NFRASTRUCTURE NVESTMENTS		्र इस्ट्राइस्ट्रें इस्ट्राइस्ट्रें	42,753	20,864	20,479	16,677	24,166	16,532	17,227	11,458	11,019
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Allocations to other priorities Total Expenditure			1 137,03	22 117,05	8 131,9	16 142,74	162,33	132,6	73 140,3	354 125,51	5 121,8

OC10 Sarah Baartman - St Strategic Objective	Goal	Goal		2013/14	2014/15	2015/16		πent Year 2016/1	7	•	m Term Revenue Framework	
R thousand			Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Not linked to IDP strategic objectives due to the nature of the entity - no infrastructural assets		A	1. S. S. S. S. S. S. S. S. S. S. S. S. S.				3,863	**************************************	3,906	1,012	enmagh).	
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Allocations to other priorities			3							_	-	
Total Capital Expenditure			1	2,74	1,0	58 1,4	3,86	3 3,90	6 3,9	06 1,0	112	-

DC10 Sarah Baartman - Supporting Table		2013/14	2014/15	2015/16	Cui	rent Year 2016/1	7		m Term Revenue Framework	
Description	Unit of measurement	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 Function 1 - (name) Sub-function 1 - (name) Insert measure/s description	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	
Sub-function 2 - (name) Insert measure/s description			* * * * * * * * * * * * * * * * * * *						- 10 A	
Sub-function 3 - (name)	## ###################################			e Car	3 34 27 3 2 3 4 5 5					87
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Sub-function 2 - (name)	* **	\$400 3100 3100		100		4,			h 4	
Sub-function 3 - (name) Insert measure/s description		148			(大) (1)					
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Sub-function 3- (name) Insert measure/s description	*	7	1,11				in the second		61	3.0°
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Sub-function 3 (name) Insert measure/s description			_			-				
And so on for the rest of the Votes			1 11 11 11 11	F144 +47/21/511		_1				

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 SAT represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that years

DC10 Sarah Baartman - Entities measure		2013/14	2014/15	2015/16	C	urrent Year 2016	117	2017/18 Mediu	m Term Revenue Framework	& Expenditure
Description	Unit of measurement	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										



Measurable Performance Objectives & Indicators

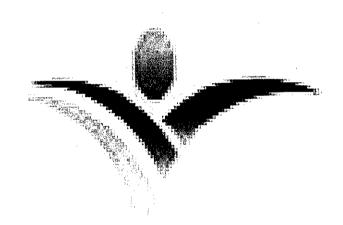
MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

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

C10 Sarah Baartman - Supporting Table		2013/14	2014/15	2015/16		Current Yea	r 2016/17			ledium Term Re Inditure Framew	
Description of financial Indicator	Basis of calculation	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 Yea +2 2019/20
rrowing 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	-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%
fety 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%
<u>quidity</u>	:				İ						
Current Ratio Current Ratio adjusted for aged debtors	Current assets/current liabilities Current assets less debtors > 90 days/current liabilities	7.1 7.1	6.1 6.1	8.0 8.0	7.4 7.4	7.4 7.4	-	-	-	-	
Liquidity Ratio	Monetary Assets/Current Liabilities	7.0	6.0	7.8	7.4	7.4	-	_	-	-	
venue 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				l .					:	
editors 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%	0.09
her Indicators	Total Volume Losses (kW)										-
	Total Cost of Losses (Rand '000)								ľ		
Electricity Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Total Volume Losses (kt)	-									
	Total Cost of Losses (Rand '000)								1		
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated			į							
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
DP regulation financial viability indicators			İ								
i, Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0.7	(1.5	2.3	3 4.0	4.0	4.0		- 3.	.0 1.1	
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	5 27.3	7 9.:	1 10.	7 9,0	7.0		- 11	.2 12.	5

DC10 Sarah Baartman Supporting Table \$A10 Funding measurement	ı measuren	Jeni										:
	MCAGA		2013/14	2014/15	2015/16		Current Year 2016/17	r 2016/17		2017/18 Mediun	2017/18 Medium Term Revenue & Expenditure Framework	& Expenditure
. Description		Ref	Audited	Audited	Audited	Original Budget	Adjusfed Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Funding measures Cash/cash equivalents at the year end - R'000 Cash + investments at the yr end less applications - R'000 Cash year end/monthly employee/supplier payments Surplus/(Deficit) excluding depreciation offsets: R'000 Service charge rev % change - macro CPIX target exclusive Cash receipts % of Ratepayer & Other revenue Debt impairment expense as a % of total billable revenue Capital payments % of capital expenditure Borrowing receipts % of capital expenditure (excl. transfers) Grants % of Govt. legislated/gazetted allocations Current consumer debtors % change - incr(decr) R&M % of Property Plant & Equipment	18(1)b 18(1)b 18(1)b 18(1) 18(1)a,(2) 18(1)a,(2) 18(1)a,(2) 18(1)a,(2) 18(1)a 18(1)a 18(1)a 18(1)a	1 2 2 5 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	129,434 226,346 11.5 4,400 N.A. 84.9% 0.0% 100.0% 0.0% N.A. N.A. 2.2%	83,985 219,575 27.7 (7,639) (6.0%) 63.1% 0.0% 1.0% 4.1% (21.3%) 1.9% 0.0%	98,205 211,368 9.1 (4,105) (6.0%) 46.6% 0.0% 100.0% 103.4% 2.8% 2.8% 2.6%	96,022 160,648 10.7 (6.0%) 100.0% 0.0% (100.0%) (2.7%) 6.1% 0.0%	93,796 160,604 9.6 (6.0%) 75.9% 0.0% 0.0% 0.0% 0.0% 6.1% 0.0%	57,584 209,294 7.0 (23,911) (6.0%) 157.5% 0.0% 0.0% 0.0% (100.0%) 0.0% 0.0%	(6.0%) (6.0%) 0.0% 0.0% 0.0% 0.0% 0.0%	99,301 177,650 11.2 (6.0%) 100.0% 0.0% 0.0% 0.0% (100.0%) 0.0%	101,533 165,431 12.5 (6.0%) 100.0% 0.0% 0.0% 0.0% 0.0% 0.0%	103,897 155,595 12.7 (6.0%) 100.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
Asset renewal % of capital budget	70/1/07	<u>-</u>	2	:								



Overview Of Budget-Related Policies

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:

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

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

- MFMA Circular 77 Model SCM Policy for Infrastructure Procurement and Delivery Management
- o MFMA Circular 81 Web Based Central Supplier Database (CSD)
- o 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:

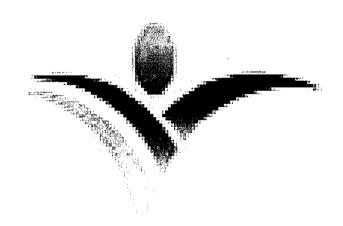
Virement Policy

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.



Overview Of Budget Assumptions

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.

 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

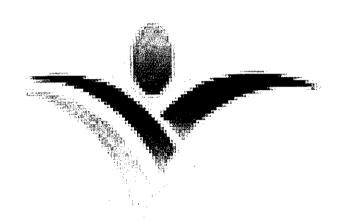
Summary of Budget Assumptions

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 Economic 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	9	6.5	6.5	2,0	7,0
Remuneration increases	6.5	6.8	0.9	2,0	7,0
Collection Rates					
Property tax / services charges	n/a	n/a	n/a	n/a	n/a
Rental of facilities & equipment	%26	%26	%86	%66	100%
Interest – external investments	100%	100%	100%	100%	100%
Interest – debtors	%26	%26	%86	%66	100%
Revenue from agency services	100%	100%	100%	100%	100%



Overview of Budget Funding

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
- o 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 and lobby for funds from other sources unless it demonstrates that it:

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

- o 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.

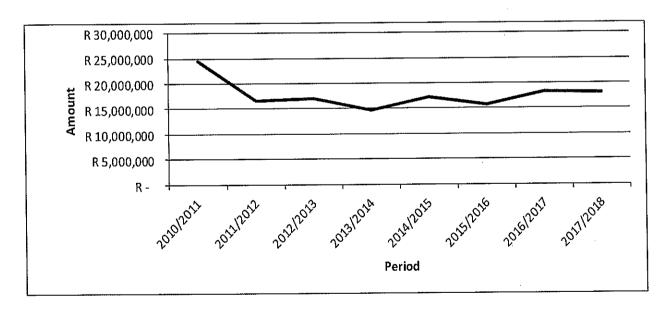
Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

- 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.

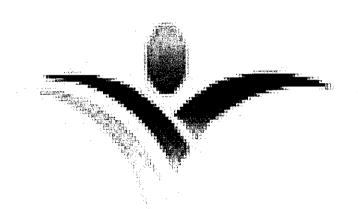
For the 2017/18 financial year tariff increases for the major services were driven by the following broad considerations:

- The projected electricity and fuel levy increases;
- o 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".



Expenditure On Allocations And Grant Programme

DC10 Sarah Baartman - Supporting Table SA18 Transfers and grant receipts

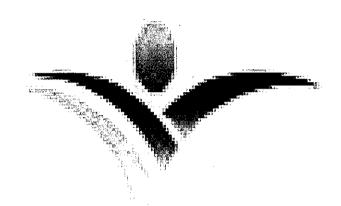
Description	Ref	2013/14	2014/15	2015/16	Cu	rrent Year 2016/1	7	2017/18 Mediui	n Term Revenue Framework	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
RECEIPTS:	1, 2									
Operating Transfers and Grants		İ					ĺ			İ
National Government: Local Government Equitable Share RSC Levy Replacement Finance Management Municipal Systems Improvement Restructuring grant		77,620 19,258 55,833 1,250	85,538 22,501 57,507 1,250 934	86,282 21,827 58,932 1,250 940	86,525 21,420 60,594 1,250	88,325 21,420 60,594 1,250	88,325 21,420 60,594 1,250	89,310 22,641 62,184 1,250	94,649 24,097 64,080 1,000 3,123	94,497 25,048 65,964 1,000
Municipal Infrastructure Grant	'	-	0.040		2 001	- 5,061	- 5,061	3,235	2,349	
Other transfers/grants [insert description]		<u> </u>	3,346	3,333	3,261					2,400
Provincial Government: Pensioners Other grants	8	14,691 4,581 10,110	3,846 3,846	9,150 4,983 4,167	<u>-</u>	- - -	- -			
Other transfers/grants [insert description]			4		·				2.56	
District Municipality: Local Municipality		3,941 3,941	<u> </u>	-	1,000 1,000	1,000 1,000	1,000 1,000	1,000 1,000		
1.		. 1	- :					Р		
Other grant providers: Development Bank of SA		1,138 1,138		<u>-</u>	<u> </u>				-	
Total Operating Transfers and Grants	5	97,390	89,384	95,432	87,525	89,325	89,325	90,310	94,649	94,49
Capital Transfers and Grants										
National Government:		- .		_			-			<u> </u>
				·				93		,
Other capital transfers/grants [insert desc]		e e e					. <u></u>			
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	89,38	95,432	87,525	89,325	89,325	90,31	0 94,64	9 94,49

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

Description	Ref	2013/14	2014/15	2015/16	Cı	ırrent Year 2016/1	7	2017/18 Mediu	m Term Revenue Framework	& Expenditure
R thousand		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:	1			·						
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 1,000
Finance Management		1,250 1,279	1,250 934	1,250 940	1,250	1,250	1,250	1,250	1,000	1,000
Municipal Systems Improvement Restructuring grant		. 1,278	504	940	_				0,120	*** _
Municipal Infrastructure Grant		(<u> </u>	-	- 1	44	_		27.	_	_
Other transfers/grants [insert description]		<u> </u>	3,346	3,333	3,261	5,061	5,061	3,235	2,349	2,485
Provincial Government:		12,945	-	_	-	_		_		
Pensioners		4,581	1	-	_	-	***	150000000000000000000000000000000000000		-
Other grants		8,364	-	**	-		_	-	,	_
Other transfers/grants [insert description]										
500 S				1,000	1,000	1,000	1,000	1,000		_
District Municipality: Local Municipality				1,000	1,000	1,000	1,000	1,000	"· . =	
2001/110/10/2011		N							i di na	
Other grant providers:		-	-	-	_	_	_		_	
Development Bank of SA		A A						1 <u>.</u>		
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:		_	<u>.</u>	_	_	_		_		_
			·							
			r Roy							
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 GRAN	TS	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

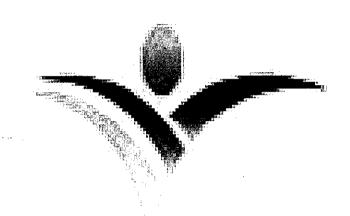
Description	Ref	2013/14	2014/15	2015/16	Cu	rrent Year 2016/1	7	2017/18 Mediur	n Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Operating transfers and grants:	1,3			-						
National Government:			i			İ				
Balance unspent at beginning of the year		280			, 22 or 12 or 12 or	- 1	· -	2.02		
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		-	- 1	- I	: =	₽.			-	-
Provincial Government:	1 1		i			i				
Balance unspent at beginning of the year	1 1	19,617	1,235	- [-	-	-	-	_	-
Current year receipts		- I	598	9,150	, ::	11 1 ±	-			
Conditions met - transferred to revenue		11,898	1,833	9,150	_	-	-	-	_	
Conditions still to be met - transferred to liabilities		7,719	A			* * * -	:		1947.4.1	-
District Municipality:			`					ļ		
Balance unspent at beginning of the year		2,118	3,114	. 1	_	· -	_	-	_	_ :
Current year receipts		5,797	- 1		1. V.			sul t a	·	-
Conditions met - transferred to revenue		3,941	1,557			_		-	-	_
Conditions still to be met - transferred to liabilities		3,973	1,557				_		-	122
Other grant providers:		0,010	1,557							
Balance unspent at beginning of the year		1,168	456	_ [: <u>_</u> .		_	· · · <u>-</u>	_	_
	İ	456	400	_ [1	1,800	1,800			
Current year receipts		1,138	456			1,800	1,800		-	
Conditions met - transferred to revenue		486	430			-				
Conditions still to be met - transferred to liabilities				OF 422		88,325	88,325	89,310	94,649	94,497
Total operating transfers and grants revenue	1_	97,390	89,384	95,432	86,525	00,323	00,323			34,431
Total operating transfers and grants - CTBM	2	12,178	1,557					.		
Capital transfers and grants:	1,3						i			
National Government:										
Balance unspent at beginning of the year										
Current year receipts	İ									
Conditions met - transferred to revenue		_		-	-		_	-	_	
Conditions still to be met - transferred to liabilities						14.				
Provincial Government:	l l	•								
Balance unspent at beginning of the year			Tar			[
Current year receipts					5					
Conditions met - transferred to revenue						-		_	-	-
Conditions still to be met - transferred to liabilities	-									-
District Municipality:										
Balance unspent at beginning of the year			i							
Current year receipts										
			_		<u>-</u>		-	- <u>`-</u> -	-	_
Conditions met - transferred to revenue										
Conditions still to be met - transferred to liabilities					. *		ļ	-:		
Other grant providers:		1							1	
Balance unspent at beginning of the year	1							1		
Current year receipts						 				
Conditions met - transferred to revenue		-	-		-	_				
Conditions still to be met - transferred to liabilities			_			<u> </u>				-i
Total capital transfers and grants revenue		-		_		<u>-</u>				-
Total capital transfers and grants - CTBM	2	-	-	-			-	<u> </u>	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		97,390	89,384	95,432	86,525		88,325		94,649	94,49
TOTAL TRANSFERS AND GRANTS - CTBM	1	12,178	1,557	_		-		-	-	-



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 Yea	r 2016/17	- <u></u> -		m Term Revenue Framework	
R thousand		Audited Outcome	Audit		Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	2019/20
Cash Transfers to other municipalities							25			*	40.500	44.040
Environmental Health Subsidy	1	7,699		9,020	9,500	10,000	10,000	10,000 10,000		10,000 8,500	10,590	11,210
Fire Services		6,851		2,125	. 4,732	8,000	10,000	10,000	186	. 6,000	, , , ,	_
Total Cash Transfers To Municipalities:	_	14,550		11,145	14,232	18,000	20,000	20,000		18,500	10,590	11,210
		7.,7-	•									
Cash Transfers to Entitles/Other External Mechanisms	1 2					!		1				
Environmental Health Subsidy	'	4,957		4,000	1,000	4,500	4,500	4,500	. '.	Ž 5,000	5,500	5,500
Development Agency Grant operating expenditure	1	9,419	14.	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
Total Octor Talloto To Million	-	-										
Cash Transfers to other Organs of State		'					İ			!		
Environmental Health Subsidy	3			1			i . 1			1.44	V.i.	
							1050					
	L.			95.9%			# VIEW	Billion in	1080	199		
Total Cash Transfers To Other Organs Of State:	<u> </u>	-		-							<u> </u>	
0.17										ļ		
Cash Transfers to Organisations Environmental Health Subsidy	l			i								
Environmental result Gassiay												
Total Cash Transfers To Organisations		_		-		-					-	
	<u> </u>]					
Cash Transfers to Groups of Individuals	١.									1		
Environmental Health Subsidy		1.			-		•					
· · · · · · · · · · · · · · · · · · ·	_		<u> </u>		2.21		2.12			<u> </u>	ļ. <u> </u>	
Total Cash Transfers To Groups Of Individuals:	_	-		-	-				-	<u> </u>	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	28,927	_	22,488	27 <u>,</u> 807	27,011	29,011	29,011		27,985	19,439	20,19
Non-Cash Transfers to other municipalities	Т	1	1									Ĭ .
Insert description	1						1		100	1		
A mount description			ŀ			Ĺ			ļ	1	1	
2000 - 100 -	1	1 4 5 5	ļ				<u> </u>	· .				
Total Non-Cash Transfers To Municipalities:		-		-			<u> </u>				-	
	1											
Non-Cash Transfers to Entitles/Other External Mechanisms	١,					_						
Environmental Health Subsidy	2					_				5		
	1									1		
Total Non-Cash Transfers To Entities/Ems'	- -	 -	 	-		i	_	-	-		-	
TATE LOUI ORGE AND MINISTER TO PRESENTE	╁	 	- -									1
Non-Cash Transfers to other Organs of State	1				l					1		
Environmental Health Subsidy	3	1					1					
	1									1 .		
\"					Į.				 _		=	-
	_		+				1					-
Total Non-Cash Transfers To Other Organs Of State:					-		-	<u> </u>				1
										,		
Non-Cash Grants to Organisations	4			-	-							
	4					-	-					
Non-Cash Grants to Organisations	4				-							
Non-Cash Grants to Organisations	4			<u>-</u>	-	-				-		
Non-Cash Grants to Organisations Environmental Health Subsidy Total Non-Cash Grants To Organisations	4									-	-	
Non-Cash Grants to Organisations Environmental Health Subsidy Total Non-Cash Grants To Organisations Groups of Individuals		-							-	-		
Non-Cash Grants to Organisations Environmental Health Subsidy Total Non-Cash Grants To Organisations	4	-							-	-		
Non-Cash Grants to Organisations Environmental Health Subsidy Total Non-Cash Grants To Organisations Groups of Individuals		-										
Non-Cash Grants to Organisations Environmental Health Subsidy Total Non-Cash Grants To Organisations Groups of Individuals Environmental Health Subsidy		-				_	-				-	
Non-Cash Grants to Organisations Environmental Health Subsidy Total Non-Cash Grants To Organisations Groups of Individuals		-			_		-	-				



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	Cı	errent Year 2016/1	7	2017/18 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	2018/19	Budget Year +2 2019/20
	1	Α	В	C	D	E	F	G	н	I
Councillors (Political Office Bearers plus Other)							ممق ب	4-10	5 500	rano
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		-		-	-	,: *			1 1 1 4 5 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	43.0
Medical Aid Contributions		-	\$ 	-		A 1		4.54	4 000	4 704
Motor Vehicle Allowance		1,893	1,381	1,415	1,546	1,546	1,419	1,547	1,638	1,734
Cellphone Allowance	Ì	250	250	210	250	250	165	286	302	320
Housing Allowances	1	- 1					I	4.000	. 4400	1 404
Other benefits and allowances		91	618	619	796	796	454	1,063	1,126	1,191 8,564
Sub Total - Councillors		6,164	6,407	6,607	7,314	7,314	6,375	7,644	8,095	1
% increase	4	ļ	4.0%	3.1%	10.7%	_	(12.8%)	19.9%	5.9%	5.8%
Senior Managers of the Municipality	2					ļ				
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		1
Medical Aid Contributions	1	57	60	61	-	-	53	62	65	. 69
Overtime	1	-			-	-		1	15.1	
Performance Bonus		154	164	325	253	253	64	310	328	1
Motor Vehicle Allowance	3	605	564	564	713	713	324	516	E .	
Celiphone Allowance	3	25	25	25	25	25	27	37	39	E
Housing Allowances	3	6	6	7		-	. 9	10		1
Other benefits and allowances	- 3	137	148	153	67	67	113	159	168	177
Payments in lieu of leave		-	_	-	-		2	İ	1 .	
Long service awards		-	_		-					
Post-retirement benefit obligations	6	· · · · -	-	- X-1	-	. 5				
Sub Total - Senior Managers of Municipality		5,650	5,974	6,495	4,677	4,677	4,258	6,434		_
% increase	4		5.7%	8.7%	(28.0%)	-	(9.0%)	51.1%	5.9%	5.8%
Other Municipal Staff								1		
Basic Salaries and Wages		23,035	19,040	16,768	29,295	29,295	23,771	28,930		
Pension and UIF Contributions		1,839	1,791	1,431	2,146	2,146	1,547	2,116	2,241	
Medical Aid Contributions		4,434	4,631	6,681	6,537	6,537	4,778		5,411	5,46
Overtime		336	321		-	-	247	1		
Performance Bonus		501	575	640	1,427	1,427	1,053			
Motor Vehicle Allowance	3	1,130	958	940	1,746	1,746	1,340	1,050	1,112	1.
Celiphone Allowance	3	135	135	135	144	144	132	144		1.4
Housing Allowances	3	90	105	117	234	234	204	214		1
Other benefits and allowances	3	979	1,191	613	758	758	803	1,950	2,06	5 2,18
Payments in lieu of leave		_	-	-	-		ļ -	1		
Long service awards		_	-		_	-		1	1	
Post-retirement benefit obligations	6		-	-		-		l		
Sub Total - Other Municipal Staff	1	32,480	28,748	27,325	42,286	42,286	33,875			
% increase	4		(11.5%	(4.9%	54.8%		(19.9%	20.3%	5.2%	6 · 5.29
Total Parent Municipality		44,293	41,130	40,427	54,277	54,277	44,508	54,822	2 57,79	1 60,88
Lorar Latent annualbanth	+	41,200	(7.1%				(18.0%			

1	1 1	1		1	1	1	1	I	ļ	1
Board Members of Entities				. [i				
Basic Salaries and Wages		-	-	-	-	- 1	-	-	- 1	-
Pension and UIF Contributions		-	-		-	-	7	-		
Medical Aid Contributions		-	-	7	-	-		185 A.A. 5	-	
Overtime		- I	-	-		-	<u></u>	-1800an 3#4	-	
Performance Bonus		12 Y	-	-	-	-		\$15,000 \delta		- [
Motor Vehicle Allowance	3	-	-		-	- 1	2		- 1	-
Celiphone Allowance	3	-	_	. A & M.≟	-	- !	-	-	_	
Housing Allowances	3	-	_		_	_	-	_	-	
Other benefits and allowances	3	_	_		_	_		_		
Board Fees		87	120	126	108	108	108	_	: ₀ = 1	- [
Payments in lieu of leave				- 1		421			_	_
Long service awards		_	3.5 <u>2.12</u>	_	_	<u> </u>	_	_	_	_
Post-retirement benefit obligations	6	_		_	_		_	_		_ 1
Sub Total - Board Members of Entities	١	87	120	126	108	108	108	_	- 104 17	_
% increase	4	• • • •	38.0%	4.6%	(14.3%)	_	-	(100.0%)	_	_
	*		30.0 /8	4.070	(14.4.41)	_	_	(100.070)		
Senior Managers of Entities Basic Salaries and Wages		_	_	1,811	1,944	1,944	1,944	<u></u>		<u></u>
Pension and UIF Contributions		_	_	- 4	1,544	4	,,,,,	_	_	[<u>[</u>]
Medical Aid Contributions		_	_ [144 4 1		_"	_'\	_		
L		_	- 1	1 11 4 2	_	_		_	- E.	
Overtime		_	-	220	136	136	136	-	ं ह	
Performance Bonus		- 1	-		1	130	130	_		-
Motor Vehicle Allowance	3	-	-	-	-	<u> </u>		_	_	
Cellphone Allowance	3	-		-	-		-	_	_	_
Housing Allowances	3	-		-	-			_	- 14, F	- [
Other benefits and allowances	3	-		18	19	19	19	_	**************************************	-
Payments in lieu of leave				-		-	-			-
Long service awards		1 2 1	-	-	~	-	-	,=	_	-
Post-retirement benefit obligations	6		-	-			- '	`- <u>-</u>	-	-
Sub Total - Senior Managers of Entities		1 -	-	2,053	2,103	2,103	2,103	-	-	-
% increase	4		-	-	2.4%	-	-	(100.0%)	-	ļ <u>- i</u>
Other Staff of Entities									1	
Basic Salaries and Wages			_	2,550	2,730	2,730	2,730	-	-	-
Pension and UIF Contributions			_	6	7	7	7	1 1 1 2 2	_	 .1
Medical Aid Contributions			_	_		_			-	<u>-</u>
Overtime		_		_	-	-	_] _	-	-
Performance Bonus		_	_		162	162	162	-	_	
Motor Vehicle Allowance	3	_	_	_	#	_	-		1 -	_
Celiphone Allowance	3	_	_	_ `	-	_	_	-	_	_
Housing Allowances	3	_ '	_	_	_ '	_	. 12	l -	_	
Other benefits and allowances	3	1 _	_	19	28	28	28	_	_	_
Payments in lieu of leave	"	1 _	_	_	-	_	_	_	_	_
Long service awards			_	·_	_	_	_	_	_	
Post-retirement benefit obligations	6	_	_		_	_	_	-	_	
Sub Total - Other Staff of Entities	"		_	2,575	2,927	2,927	2,927			_
% increase	4	1 -		2,515	13.7%	2,321		(100.0%)		_
	_՝	87	120	4,754	5,138	5,138	5,138	(-
Total Municipal Entities	+	87	120	4,754	5,138	5,138	5,138	-		
TOTAL SALARY, ALLOWANCES & BENEFITS							40.5.5		PB === 1	
	1	44,381	41,250	45,180	59,415	59,415	49,646	54,822		60,881
% increase	4	00.400	(7.1%)	9.5%	31.5%	E4 002	(16.4%)	10.4% 47.178		
TOTAL MANAGERS AND STAFF	5,7	38,130	34,722	38,447	51,993	51,993	43,163	41,178	1 49,696	52,317

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

Disclosure of Salaries, Allowances & Benefits 1.	Ref	.	Salary	Contribution	s Allowances	Performance Bonuses	In-kind benefits	Total Package
nd per annum		No.		1.	ļ			2.
uncillors	3		· <u> </u>					
Speaker	4		507,200	10,50	213,900			731,60
Chief Whip				-				-
Executive Mayor	İ		634,000	12,30	272,500			918,80
Deputy Executive Mayor			-		-			- 3,414,70
Executive Committee		1.0	2,377,400	50,30				2,578,60
Total for all other councillors			1,229,600 4,748,200	52,70 125,8 0				7,643,70
tal Councillors	8	_	4,140,200	123,00	2,103,700			
enior Managers of the Municipality	5							
Municipal Manager (MM)	1		1,098,700	25,90		76,100	- 1.11	1,396,90
Chief Finance Officer			911,200	16,60		62,200		1,149,00
Director: Infrastructure			911,200	16,60		62,200		1,149,00
Director:Economic Development			911,200	16,60	0 159,000	62,200		1,149,00
8						-		
st of each offical with packages >= senior manager	!							,
			3,00	. · ·	41			
				1	A A		•	
			, W					
	1				* F***			
								\
								1
							-	
•								
	0.4		0.000.000	75,7	00 673,200	262,700		4,843,9
otal Senior Managers of the Municipality	8,1	0 -	3,832,300	13,1	00 073,200	202,100		,,,,,,,
Heading for Each Entity	6,7	,			1			
List each member of board by designation	ļ							
								1.
·								
	ļ							
								Ì
•								,
•								
				1				
								1
•	-							
Total for municipal entities	8,	10 -				. -		_
Total for multicipal entities	1		- 	 				
	- 1							

DC10 Sarah Baartman - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref		2015/16		Cu	ırrent Year 2016	/17	Bu	dget Year 2017	118
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities							20	20	24	30
Councillors (Political Office Bearers plus Other Councillors)		30	= -	30	30	_	. 30	30	_	50
Board Members of municipal entities	4	5	-	5	.5	-	5	" 5	_	. 5
Municipal employees	5	247				97.6		l. <u>.</u>	. "а	4
Municipal Manager and Senior Managers	3	4	1.2	4	4	- 4	4	4	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	4
Other Managers	7	15	_	15	15	_	15	15		15
Professionals	ĺ	7	5	2	7	5	2	7	5	2
Finance	1	6	4	2	6	4	2	6	4	2
Spatial/town planning		7	-	-	-	-			- .	_
Information Technology		3 1	1	-	1	1	-	1.	1	
Roads	ı	_ ^=	-	-		-	-	\$.	-	
Electricity		-	-	_	4.5	_	1.4			-
Water		1 5	Ent.	-	_	1 <u>-</u> ,	-			_
Sanitation		13 6 4		-	_	-		5 -	- '	_
Refuse	İ	-	_	-		-	_	-		13
Other	1	_	_	_	-	-		-	-	÷.
Technicians .		24	11	13	24	11	13		11	
Finance		1 8	3	5	8	3	5	8	. 3	5
Spatial/town planning	İ	1	_	4	1	-	1	1	1 % · -	1 1
Information Technology	-	_	_	_	-	-	. +	-	-	-
Roads		7.	-		-	-	-		_	-
Electricity		1 - 2	-	-	_		_		-	-
Water					<u>~</u>	_	-	-	-	-
Sanitation	- 1		-	_	·	-	-	: =	_	-
Refuse		(F)	_	-	· -	_	-	j <u>.</u>	_	
Other		1.918	i 8	7	15	8	. 7		8	7 7
Clerks (Clerical and administrative)		25		7	25	18	7	25	18	7
Service and sales workers	-	"	1	3			3	. 7	4	3
Skilled agricultural and fishery workers				_	_			1-1-1	_	-
Craft and related trades		_		_	_	_	_	_	<u>-</u>	-
Plant and Machine Operators			_	_		_	_	-		1 -
Elementary Occupations	ļ	1	1 _		_	· _			_	_
TOTAL PERSONNEL NUMBERS	− 9	113	38		117	38	79	117	38	79
% Increase	 ັ	 		 	-	-	-	-		· -
					بمد ا	.	73	90	32	: 58
Total municipal employees headcount	6, 1							1		
Finance personnel headcount	8, 1									
Human Resources personnel headcount	8, 1	0	3 1	2	2 3) <u> </u>	·	13	1	



Monthly Targets For Revenue, Expenditure And Cash Flow

Reference of the control of the cont						Budget Year 2017/18	ar 2017/18						Medium Ten	Medium Term Revenue and Expenditure	Expenditure
R thousand Revenue By Source Property rates Service charges - electricity revenue Service charges - water revenue Service charges - sanilation revenue						1	i							Framework	
Revenue By Source Property rates Service charges - electricity revenue Service charges - water revenue Service charges - sanitation revenue	July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 Budget Year +2 2018/19 2019/20	Budget Year +2 2019/20
Property rates Service charges - electricity revenue Service charges - water revenue Service charges - sanitation revenue						1		1	1	1	1	1	l	ı	'
Service charges - eneaturuly revenue Service charges - water revenue Service charges - sanitation revenue	1 1	1 1	1 1	1 1		ı	ı	1	1	1	ı	ı	1	ı	1
Service charges - sanitation revenue	1	ı	ı	ı	ı	ı	1	1	ı	1	1	ı	1	ı	I
	ı	ı	ţ	1	1	ı	ı	ı	1	1	1	ı	ı	I	1
Service charges - refuse revenue	ı	•	-	1	•	1	1	ı	1	1	1	1	I	ı	1
Service charges - other	í	ı	1	1	1	ı	1	1 }	1 3	1 ;	1 \$	1 \$	1 20	1 420	1 500
Rental of facilities and equipment	113	113	113	113	113	13	113	113	113	113	113	בור ל	1,530	17,000	16,000
Interest earned - external investments	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	006'L	one'i	חתני'ו	non'ol	100	Poorioi I
Interest earned - outstanding debtors	1	ı	1.	ı	1	ı	ı	ı	1	ı	ı	1	1 1	1 1	. 1
Dividends received	1	ı	1	ı	ı	ı	ı	ı	ı	ı	ı		1	1 1	
Fines, penalties and forfeits	1	1		1	1	ı	ı	ı	ı	ı	ı		1	1 1	
Licences and permits	ı	ı	ı	1	1	, `	, ,	, ,	. `	, `	. `		। दि	. #	95
Agency services	4	4	4	4	4	4	4	4	1 0	*	*	*	80 310	04 649	269 9b
Transfers and subsidies	37 414	1	400	1	25,748	1 ;	1 5	1 000	23,748		- 2632	7637	31.644	12 383	9836
Other revenue	2,637	2,637	2,637	2,637	2,637	2,637	7,63/	2,037	2,037	7,037	7,036	7,031	r 1	200/2	1
Gains on disposal of PPE	1	t	ı	1	1	,	1	1				646	730 077	405 646	424 980
Total Revenue (excluding capital transfers and contribution	41,668	4,254	4,654	4 254	30,002	4,254	4,254	4,254	30,002	4,254	4,254	4,233	140,04	ere'ezi	200121
Expenditure By Type										0000	000	900 0	47.057	50 530	53 188
Employee refated costs	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	2,990	764,457	90,920	93,100 8 554
Remuneration of councillors	637	637	637	637	637	637	637	637	637)YQ)çq	ì	1,044	ren'o	5 1
Debt impairment	1	<u> </u>	1	1	1]	ıį	1 [1 1	1 1	1 5	art.	1 5	2,109	2 233	2.364
Depreciation & asset impairment	176	176	176	176	176	1/16	9/	9/1	2	2	2		Ş 1		1
Finance charges	1	1	1	1	1	1	ı	ı	1	ı	1	ı		1	
Bulk purchases	ī	ı	1	ı	ı	1	ı		ı	ı	ı		1	. 1	ι
Other materials	1	1	1	1	1 3	1 5	1 5	1 5	1 6	1 6	1 1	183	2 200	2.390	2,480
Contracted services	183	183	183	183	183	183	183	200	20	201	3	3 -	27 085		
Transfers and subsidies	966'9	1	2,332	ı		1	13,993	1	1 2	4,004	1 22	3 530	21,363 E3 AE0	13,439	35,098
Other expenditure	3,538	3,538	3,538	3,538	6,538	3,538	3,538	3,538	10,538	0000	000'5	פינים	CCT,2C		_
Loss on disposal of PPE	ı	_	,	1	1	1	1		·	1 3	1 6	1 20	736 077	495 645	424 880
Total Expenditure	15,527	8,531	10,863	8,531	11,531	8,531	22,523	8,531	15,531	13,195	8,531	8,531		616,621	
Suming(Deficit)	26,141	(4,277)	(6,209)	(4,277)	18,471	(4,277)	(18,270)	(4,277)	14,471	(8,941)	(4,277)	(4,278)	•	ı	'
Transfers and subsidies - capital (monatary	•	:													
allocations) (National / Provincial and District)	ı	I	ı	1	1	1	1	1		t	1	I	1	t	1
Transfers and subsidies - capital (monetary		-										_			
allocations) (National / Provincial Departmental															
Enterprises, Public Corporatons, Higher Educational															
Institutions)	1	•	t	1	ı	ı	1	ı	ı	1	ı	1 1	1 1	1 1	: 1
Transfers and subsidies - capital (in-kind - all)		ļ													
Surplus((Deficit) after capital transfers &	26,141	(4,277)	(6,209)	(4,277)	18,471	(4,277)	(18,270)	(4,277)	14,471	(8,941)	(4,277)	(4,278)	1	1	t
contributions				-	1	'	ı	1	ı	:	ı	' 	1	ı	1
Taxation	•	1 1	ı	ı	'	'	1	'	1	ı	ı	'	1	1	1
Attributable to minorities	1 1	1	,	1	'	ı	'	'	1	1	ı	1	1	'	1
Sildre Ut surplies (deficity of cosociates	20.444	677	8	(777)	18.471	(4.277)	(18.270)	(4,277)	14,471	(8,941)	(4,277)	(4,278)	1	1	1
Surplus(Deficit)	141,07		1		11.0		j								

Description	Ref						Budget Year 2017/18	ar 2017/18						Medium Ter	Medium Term Revenue and Expenditure Framework	Expenditure
R thousand		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 hy Vote																
Vote 1 - Executive and Council		417	417	417	417	8,417	417	417	417	1,417	417	417	1,778	15,362	9,335	5,862
Moto 2 Eleanor and Corporate Consider		35 753	1 823	1 823	1.823	27.270	1.823	1.823	1.823	27,270	1,823	1,823	1,823	106,700	107,885	109,793
Vote 2 - mignifice and comporate derives		60,4	2	88	83	83	83	8	8	83	88	83	83	1,000	ı	I
Vote 3 - Figuring and impostudation development		3	3 1	} ı	} ı	3 1	· 1	1	t	1	1	ı	ı	ı	ı	
Vote 4 - realiti		I	l		.	ı	1	,	ı	ι	ı	ı	ι	1	1	1
Vote 5 - Community services		t	ı	I	I	I	i	l	'			ı	U67	U67	1	
Vote 6 - Housing		ı	1	1	1	I	1 6	1 60	1 6)	1 6	0.07	2	14 567	5 047	2 740
Vote 7 - Public Safety		ı	1,821	1,821	1,821	1	1,821	1,821	1,821	l	1,28,1	1,821	l	14,307	+0°0	ř
Vote 8 - Sport and Recreation		ı	1	ı		1	ı	I	ı	1	1	l	1	ı	l	1
Vote 9 - Waste Management		ı	:	1	ı	1	1	1	1	ı	ı	ı	1	ı	:	1 :
Vote 10 - Roads		ı	279	279	279	ı	279	279	279	ı	279	279	I	2,235	2,349	2,485
Wote 11 - Water		•										• ••	1	ı	I	1
Vote 17 - Franci		1	ļ	ı	ı	1	ı	ı	1	ı	1	I	1	ı	1	1
Vole 12 - Eleurolly)											ı	ı	ı	1
Vote 13 - Lourism								-						1	1	1
Vote 14 - [NAME OF VOTE 14]							•						·		ı	
Vote 15 - [NAME OF VOTE 15]														1	1 1	100
Total Revenue by Vote		36,253	4,423	4,423	4,423	35,770	4,423	4,423	4,423	28,770	4,423	4,423	4,174	140,354	125,515	121,889
Expenditure by Vote to be appropriated												0	900	770 04	077 00	.32 06
Vote 1 - Executive and Council		2,990	2,990	2,990	2,990	10,990	2,990	2,990	2,990	3,990	2,990	2,890	596'	43,875	38,410	100,16
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	3,232	3,433	38,984	41,612	42,406
Vote 3 - Planning and Infrustructure deveelopment		966	362	986	992	995	366	362	385	995	395	982	1,595	12,543	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	12,378	12,778	13,504
Vote 4 - Health		1 1	<u> </u>	1	ı	. '			1	ı	ı	ı	ı	1	I	1
Vote 5 - Comming services		ı	I	l		ı	ı	ι	1	ı	ı	t	919	919	454	481
Vote 6 - Housing		1 6	1 6	1 6	1 6	1 6	1 60	100	2004		2 024	2 0.03	2 274	867 70	12 130	10.555
Vote 7 - Public Safety		2,021	2,021	2,021	120'2	7,021	2,021	7,02	2,021	4,021	2,02.1	1,20,2	113,13	201.17	100	100
Vote 8 - Sport and Recreation		I	l	ı	ı	:	1	ı	I	ī	ı	I	ļ	ı	2	
Vote 9 - Waste Management		1	ı	ı	ı	ı	ı	1	1	1 8	1 8	1 8	1 6	ו מ	0000	101 6
Vote 10 - Roads		269	789	269	592	269	569	269	569	769	592	RoZ	2/4	3,233	2,309	2,00,2
Vote 11 - Water		75	22	75	75	75	75	75	75	75	75	7.5	825	1,648	1,74U	787
Vote 12 - Fletricity		ı	1	1	ı	ı	ı	1	1	ı	ı	:	.1	I	l	1
Vote 13 - Tollifem		156	156	156	156	156	156	156	156	156	156	156	228	2,276	4,635	3,025
VAte 14 - INIAME OF VOTE 141													1	I	t	1
Vote 14 - [NAME OF VOTE 15]							-		•				ı	ı	1	I
Total Evanolities by Moto		10 770	10.769	10.769	10.769	18,768	10,768	10,768	10,768	11,768	10,768	10,768	12,897	140,354	125,515	121,889
Total Expelluture by York			3	3	•											
Surplus/(Deficit) before assoc.		25,483	(6,346)	(6,346)	(6,346)	17,002	(6,345)	(6,345)	(6,345)	17,002	(6,345)	(6,345)	(8,723)	ı	1	1
Taxaffon		ļ	I,	ı	1	1	1	ı	1	3	1	1	ı	ī	ì	1
Aftributable to minorities		1	ı	1	ı	ı	ı	t	ı	ı	ı	1	1	1	ı	ı
Chara of sumitael (deficil) of associate		ı	1	ı	ı	:	1	1	ı	l	1	1	ı	ı	ı	ı
Olding of scripting (contact) of descorate		201	107007	10700	107007	44 000	10 040	27007	1270 0)	47.000	(e ode)	(G 24E)	(6 723)		 	
Surning//Deficit)			77.77	4								100				

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

DC10 Sarah Baartman - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)	A27 Con	1solidatec	1 budgeted	monthly re	venue and	expenditure	(functional	classification	(lic							
Description	Ref						Budget Year 2017/18	ar 2017/18						Medium Ten	Medium Term Revenue and Expenditure Framework	xpenditure
2 thousand	,,	July	August	Sept.	October	November	December	January	February	March	April	Мау	June	Budget Year 2017/18	Budget Year +1 Budget Year +2 2018/19 2019/20	Budget Year +2 2019/20
Revenue - Functional	<u> </u>		-		7	07.6	1 823	1 822	1 873	UZ4 Z6	1 823	1.823	2.184	107.062	111.720	110,155
Governance and administration		30/cs	c70'1	CZ0 ¹	czu,1) I	Can t	1	-	1	,		362	362	3,835	362
Executive and council		35,753	1,823	1,823	1,823	27,270	1,823	1,823	1,823	27,270	1,823	1,823	1,823	106,700	107,885	109,793
Internal audit		1	1	ι		1	,	1	1 -	1	1	1	1		; ;	1 57
Community and public safety		1	1,821	1,821	1,821	•	1,821	1,821	1,821	•	1,821	2,311	t	15,057	5,947	3,749
Community and social services		1	ı	ı	1	1	1	t	1	1	1	5	ı	ı	I	1
Sport and recreation		1	1	5	1	1	1	ι	1	1	1 8	ı	'	- 237 84	_ E 047	- 672 6
Public safety		1	1,821	1,821	1,821	1	1,821	1,821	1,821	1	1,821	1,821	ι	14,564	7+6'0	, i
Housing		I	1	1	1	1	1	1	i	1	ı	980	1	064	1 1	' '
Health		ı	ı	t	;	1	· [۱ (, ,	1 600.0	۱ <u>۴</u>	1 12	000	10 235	078 2	7 985
Economic and environmental services		200	779	1,079	779	200	5,779	£//	2 2	97.00	677	6 6	2,000	16,000	5,500	5,500
Planning and development		200	200	800	200	200	006,6	000	200	00.5	000	000	2,000	926 6	9340	2,000
Road transport		ı	279	279	279	ı	279	279	2/8	ı	57.8 -	617	1	667,2	2,049	St. 1
Environmental protection		:	ı	ı	ı	ı	ı	1	1	1	ı	ı	ı	I	1	
Trading services		ı	•	1	ı	ı	ı	1	1	١.	ı	ı	1	ı	l	1
Energy sources		1	ı	Ì	t	1	ı	1	ı	1	1	ı	1		1	ı
Water management		1	1	İ	1	1	ı	t	ı	1	1	1	ı	ı	ı	ı
Waste water management		ı	1	1	1	1	ı	ı	ı	1	ı	ı	ı	ı	ı	ı
Waste management			ı	ı	ı	.1	ı	1	1	1	1	;	ı	1	ı	ı
Other		•	ı	ı	1	1	ı	•	ı	1	t	•	1	1	1	ı
Correr 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	121,889
			}	1	ļ	,	-	1	<u> </u>							
Expenditure - Functional		1	ti ti ti	2202	4	7,77	10 555	4 444	5 555	8.755	5.555	5.555	2.057	74,666	72,142	71,212
Governance and administration		5,555	5,555	0,850	0,000	0,000	7 254	500,0 546.0	2,556	2,454	2.254	2,254	1.756	35.050	29,861	28,099
Executive and council		62,29	407,7	4,554	3.938	3.238	3238	3 238	3,238	3,238	3,238	3,238	3,998	39,616	42,281	43,113
Finance and administration		057'5	0,2,0	500	63	23	63	8	22	8	8	S	(269)	1	ı	1
Internal audit		3 5	3,653	3 65	3.052	3.052	3.052	3.052	3.052	3,052	3,971	3,052	3,303	37,796	25,463	24,640
Community and public sarety		200,6	2,032	21002	717	717	717	717	212	7117	711	717	296	8,855	10,237	8,610
Community and social services		₹,		=	-	: ;	: 1	-	1	1	:	ı	1	I	100	100
Sport and recreation		1 6	1 20 1	1 304	1 304	1 304	1304	1304	1.304	1.304	1.304	1,304	1,303	15,644	1,894	1,946
Fublic safety		ţ,	100	T O2'-	1001	2	1	1	t	, '	919	1	0	919	454	481
Housing		103	1 032	1 032	1 032	1.032	1.032	1.032	1.032	1.032	1,032	1,032	1,032	12,378	12,778	13,504
Teal		1007	1 947	1 947	1 947	1.947	1.947	1.947	1.947	1,947	1,947	1,947	2,552	23,969	21,535	22,231
Economic and environmental services		1 670	1,34	1 678	1,678	1678	1 678	1.678	1.678	1,678	1.678	1,678	2,278	20,736	19,166	19,726
Planning and development		0.00	9%	286	960,	592	269	269	269	269	269	269	274	3,233	2,369	2,505
Road If alishoit		3 1	} :	1	1	ı	1	1		1	ı	1	1	1	1	1
Tradian consists		22	25	82	es S	53	28	28	58	58	58	28	1,008	1,648	1,740	782
English Sel Vices		; i	3 1	1	1	1	1	ı	1	'	ı	1	ı	I	ı	1
Mater management		22	82	88	28	28	28	82	28	58	88	88	1,008	1,648	1,740	782
Waste water management	_	1	ı	1	ı	1	1	1	ı	1	:	1	1	1	ı	ı
Waste management		1	1	ı	1	ι	1	1	Ī	1	ľ	1	ı	ı	ı	ι
Other		156	156	156	156	156	156	156	156			156	529	2,276	4,635	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	121,889
Sumine/Deficit) before assoc	<u> </u>	25.483	(6,346)	(6,345)	(6,345)	17,002	(6,345)	(6,345)	(6,345)	17,002	(7,264)	(5,855)	(8,294)	1		•
			•								-	ı	ı	1	1	,
Share of surplus/ (deficit) of associate		'	1				1	1 2	1 276 97	1 00.74	7 26 A	IR BEEL	18 20.43		'	'
Surplus/(Deficit)	-	25,483	(6,346)	(6,345)	(6,345)	17,002	(6,345)	ļ	i			(cco'c)	467'0)			
Dofomotop	ł															

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

Budget Year +1 Budget Year +: 2018/19 2019/20 Medium Term Revenue and Expenditure 1,012 1,012 8 8 # Budget Year 2017/18 June Мау April March 4 æ. January Budget Year 2017/18 DC10 Sarah Baartman - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote) Dec. š. October August 906 ¥ 2 2 Ref Vote 3 - Planning and Infrustructrure deveelopment Vote 3 - Planning and Infrustructure deveelopment Single-year expenditure to be appropriated Vote 2 - Finance and Corporate Services Vote 2 - Finance and Corporate Services Capital single-year expenditure sub-total ulti-year expenditure to be appropriated apital multi-year expenditure sub-total Vote 14 - [NAME OF VOTE 14] Vote 15 - INAME OF VOTE 15] Description Vote 14 - [NAME OF VOTE 14] Vote 15 - [NAME OF VOTE 15] Vote 1 - Executive and Council Vote 1 - Executive and Council Vote 8 - Sport and Recreation Vote 8 - Sport and Recreation Vote 5 - Community Services Vote 5 - Community Services Vote 9 - Waste Management Vote 9 - Waste Management Total Capital Expenditure Vote 7 - Public Safety Vote 7 - Public Safety Vote 12 - Eletricity Vote 12 - Eletricity Vote 13 - Tourism Vote 13 - Tourism Vote 6 - Housing Vote 6 - Housing Vote 10 - Roads Vote 10 - Roads Vote 11 - Water Vote 11 - Water Vote 4 - Health Vote 4 - Health

Description	Ref						Budget Year 2017/18	ar 2017/18						Medium Ten	Medium Term Revenue and Expenditure Framework	Expenditure
Rthousand	1	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 Budget Year +2 2018/19	Budget Year + 2019/20
Capital Expenditure - Functional	-				:									920	•	ı
Governance and administration		906	1	1	30	1	l	t	ı	1	•	I	ı	900		
Executive and council		1	1	t	ි	ı	!	1	ı	1	ı	Ī	1	000	I	
Finance and administration		906	1	ı	l	ı	ı	1	ı	ı	ι	1	1	906		1
Internal audit		I	ı	t	ţ	1	t	1	ı	ı	ı	I	1	1	I	1
Community and public safety		1	ı	1	1	•	1	1	1	ı	ı	ı	සි	<u> </u>	1	t
Community and social services		Ļ		ı	ı	ı	1	1	ı	ı	ι	1	1	ı	1	t
Sport and recreation	-	ı	ı	ı	ı	ı	ı	ι	1	1	1	ı	1	1	l	
Public safety		ı	ı	t	1	1	1	ı	I	1	ı	1	29	29		1
Housing		ı	ı	ı	ı	ı	1	ı	ı	ı	ı	1	1	1	I 	ı
, qiesi		ı	t	ı	ι	ι	ı	ı	1	1	1	ı	1	1	1	I
Economic and environmental services		1	'	ı	ı	ı	ı	•	11	1	1	1	1	17	1	
Planning and development		1	İ	1	ı	1	ı	1	17	ı	1	ı	1	12	ı	1
Road transport		ı	1	ı	ı	1	I	1	I	Î	ι	1	1	1		t
Environmental protection		ı	ı	ı	1	ı	ı	1	1	ı	ı	ı	1	I	l	1
Do Trading services		ı	ı	ı	1	1	1	•	•	1		1	ı	ı		
Energy sources		I	İ	ı	1	ı	1	I	ı	1		1	ı	ı		ı
Water management		t	t	ſ	ı	ı	ı	ı	1	ı	•	1	1	ı		
Waste water management		ı	1	ı	ı	ı	1	l	ı	1	1.	1	1	I		1
Waste management		ı	1	ı	ı	ı	I	ı	I	ι	:	1 .	ı	1		
Other		ı	ì	1	ı	•	ı	1	1	1	1		1	1		
Fotal Capital Expenditure - Functional	2	906	1	1	90	1	1	1	17	ı	ı	1	28	Z10,1	'	'
Funded by:																
National Government		1	1	1	1	ı	ı	ı	1	1	ι	1	•	ı	ı	'
Provincial Government		1	1.	1	ı	\$	t	t	1	1	ı	ı	ı	I	ı	ı
District Municipality		ı	ı	ı	ı	I	I	ı	I	ı	I	ı	t	t	l 	I :
Other transfers and grants		l	ι	I	1			1	ı	1	1	1	1	1		1
Transfers recognised - capital		ı	1	1	ı	1	ı	ı	•	ı	ı	ı	1	ı	I	
Public contributions & donations		1	ı	ı	1	ı	I	1	ı	ı	ı	ı	I	t ·	l !	
Borrowing		1	ı	ı	ı	ı	ì	ı	, !	1	ı	ī	1 5	1 5	I	
Internally generated funds		906	1	1	930	•	1	1	<u>-</u>	-	1	1	8 8	210,1	'	
Total Canifel Empling		900			***		_		Ç				2			•

Budget Year +1 Budget Year +2 2018/19 2019/20 Medium Yerm Revenue and Expenditure 1,097 98,205 99,301 52,459 139,257 140,354 27,985 1,012 89,310 2,200 1,350 7,644 Budget Year 2017/18 (4,172) 103,473 99,301 3,538 නු 1,250 4,250 8,421 1 1 \$ 88 June (4,100) 107,573 103,473 3,538 83 8,354 - 25 83 2,637 1,254 May 4,664 3,538 13,018 (8,764) 116,337 107,573 13,018 2,637 1,254 3,996 637 1 # 08 April 10,538 14,648 101,690 116,337 2,637 30,002 15,354 15,354 138 996, 637 March (4,100) 105,790 101,690 3,538 8,354 - ≅ 2,637 4,254 1 13 08 3,996 637 February (18,110) 123,900 105,790 13,993 22,364 183 3,538 22,347 1,254 113 05, 2,637 Јаппату Budget Year 2017/18 (4,100) 128,000 123,900 8,354 8 3,538 8,354 113 2,637 1,254 3,996 637 December 6,538 18,648 109,352 128,000 83 11,354 3,996 - £13 506, 2,637 30,002 November (4,130) 113,482 109,352 DC10 Sarah Baartman - Supporting Table SA30 Consolidated budgeted monthly cash flow 3,538 窓 8,384 2,637 4,254 ,996 537 113 October 2,332 3,538 10,686 (6,032) 119,515 113,482 989'01 637 183 8 4,654 ,637 4,654 113 1,500 Sept. (4,100) 123,615 119,515 3,538 8,354 8 2,637 4,254 3,996 637 113 August 25,410 98,205 123,615 90 16,257 3,538 2,637 41,668 83 113 3,996 춫 Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-Decrease (increase) other non-current receivables Decrease (increase) in non-current investments allocations) (National / Provincial Departmental NET INCREASE((DECREASE) IN CASH HELD Cash/cash equivalents at the monthlyear begin: Cash/cash equivalents at the monthlyear end: Transfers and subsidies - capital (monetary Decrease (Increase) in non-current debtors Transfers and grants - other municipalities increase (decrease) in consumer deposits Interest earned - external investments Interest earned - outstanding debtors Other Cash Flows/Payments by Type Service charges - sanitation revenue Service charges - electricity revenue Service charges - refuse revenue Rental of facilities and equipment Bulk purchases - Water & Sewer Service charges - water revenue Borrowing long term/refinancing Transfer receipts - operational Other Cash Flows/Payments Proceeds on disposal of PPE fotal Cash Payments by Type otal Cash Receipts by Source Remuneration of councillors Transfers and grants - other Fines, penalties and forfeits Bulk purchases - Electricity Other Cash Flows by Source Repayment of borrowing Transfer receipts - capital Employee related costs Sash Receipts by Source Cash Payments by Type ash Receipts By Source Service charges - other ash Payments by Type MONTHLY CASH FLOWS Licences and permits Contracted services Other expenditure Dividends received Finance charges Agency services Short ferm loans Other materials Other revenue Capital assets Property rates R thousand

94,497 9,836 121,889

94,649

1,500

1,430

2,364 101,533 103,897

2,232 99,301 101,533

119,525

123,283

35,098

20,195

19,439

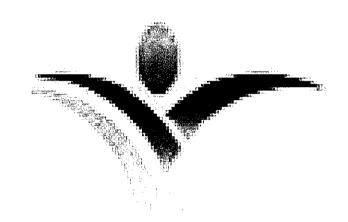
42,839

123,283

2,480

2,390

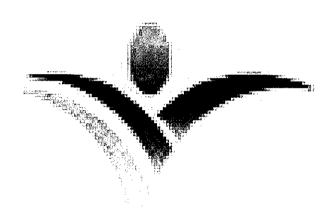
53,188 8,564



Annual Budgets & SDBIP: Internal Departments

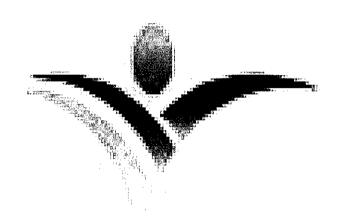
ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer Annexure "G")



Contracts having Future Budgetary Implications

Description	Ref	Preceding Years	Description Ref Years 2016/17 Medium	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
R thousand	<u>1</u> .	Total	Original Budget	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +1 Budget Year +2 2018/19	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality: Revenue Obligation By Contract	2		·						1. 1. 2.		* 4 * * * * * * * * * * * * * * * * * *			
Contract i Contract 2				The Municiplaity	 ty does not have 	does not have any contracts with future financial obligations beyond the three years covered by the MTREF	ith future finan	cial obligations	beyond the t	hree years cov	ered by the MT	REF		, 1 1,
Contract 3 etc Total Operating Revenue Implication		ı	1	1	1	ı	ı	1	1	ı	1	1	ı	
Expenditure Obligation By Contract	7							. Vi		×	-	-		. 1
Contract 2												***	rvii ja jajin ku rviji	. 1
Contract 5 etc. Total Operating Expenditure Implication	•	1	ı	!	I	1	ı	I	ı		t	t	1	t
Capital Expenditure Obligation By Contract	7								: ')			ı
Contract 2 Contract 2			-						,	: :		77.2		, 1 1
Total Capital Expenditure Implication		ı	-	1	I	I		L	L	ı	1	1	1	. •
Total Parent Expenditure Implication		ı	ı	1			ı	1	1	1	1	1	1	
Entities: Revenue Obligation By Contract	5		· · ·					1, -		<i></i>				'
Contract 1 Contract 2 Contract 3 at	-													1 1
Total Operating Revenue Implication		1	ı	1	1	1	1	I	1	ı	1	ı	I	
Expenditure Obligation By Contract Contract 1 Contract 2	2		:				* . -			· .		· ·		, l l ,
Contract 3 etc Total Operating Expenditure Implication		1	l	I	1	ı		•	:		1	1	1 1	1
Capital Expenditure Obligation By Contract Contract 1 Contract 2	7						4.7 4.7 7.2		E News		Š.			I, I 1
Contract 3 etc								1	1		-	A 1	1	
Total Capital Expenditure Implication		'	1					-				1	1	1
Total Entity Expenditure Implication		•	1	1	_									



Capital Expenditure Details

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.
- 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 Asse	t Ma	nagement		
	İ		1	

Description	Ref	2013/14	2014/15	2015/16	Cu	rrent Year 2016/1	7	2017/18 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year 4 2019/20
APITAL EXPENDITURE										
Total New Assets	1	2,746	1,058	1,403	3,863	3,906	3,906	1,012	_	1 -
Roads Infrastructure		-	-		-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	_	•
Electrical Infrastructure		-	-	- 1	-	-	_	-	-	-
Water Supply Infrastructure		-	- [-	-	-	_	-	-	-
Sanitation Infrastructure		-	- [-	-	-	-	-	_	-
Solid Waste Infrastructure Rail Infrastructure			- [-	-	-	-	_	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	_	-
Information and Communication Infrastructure			_	-	- [-	_	_	-
Infrastructure				_				-	_	
Community Facilities		_	_ 1	_	<u> </u>	_	_	_		
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		-	- 1	-	-	-	-	-	_	
Computer Equipment		404	189	166	592	592	592	211	_	
Furniture and Office Equipment		137	255	156	- 1	44	1,544	301	_	
Machinery and Equipment		1,510	182	123	171	171	171	` –		١.
Transport Assets		599	432	880	1,600	1,600	1,600	_	_	
Libraries		_	-	-	-	- 1	-	l -	_	
Zoo's, Marine and Non-biological Animals		· -	-	-	- 1	-	_	_	_	
Total Renewal of Existing Assets	2	_				<u>"İ</u>				
Roads Infrastructure	2	_	-	-	-	-		_	_	•
Storm water Infrastructure				_	_ [_	-	_		•
Electrical Infrastructure		-	_	- 1	_ [_	_	_		
Water Supply Infrastructure		_	_	_	_ [_	_	_	1 -	
Sanitation Infrastructure		_	-	_	_	_	_	_	_	
Solid Waste Infrastructure		_	_	_	_	-	_	_		
Rail Infrastructure		_	_	_ 1		_	_	_	_	
Coastal Infrastructure		_	_	_	_	_	_	_		
Information and Communication Infrastructure		_	_	_	_	_	•	_	_] .
Infrastructure		_	_	-	_	_			<u> </u>	
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		-	-	-	-	-	-	-	-	l
Transport Assets		-	-	-	-	-	-	-	-	
Libraries		-	-	-	-	-	-	-	-	1
Zoo's, Marine and Non-biological Animals			-					-	<u>-</u>	1
Total Upgrading of Existing Assets	6	-	-	_ }	-	-	_	_	-	
Roads Infrastructure		_	-	- !		-	· _	-	_	+
Storm water Infrastructure		-	-	_]	-	-	-	-	_	
Electrical Infrastructure		- 1	-	-	- 1	-	-		-	
Water Supply Infrastructure			-	-	-	-		-	-	
Sanitation Infrastructure		- 1	-	-		-	-	-	-	
Solid Waste Infrastructure	1 1	-	-	-	-	-	-	-	_	
Rail Infrastructure			-	-	-	-	-	-	_	
Coastal Infrastructure		- 1	-	-	-	-	_	-	_	
Information and Communication Infrastructure		-	-	-		-	-	-	_	
Infrastructure		-	-	-	-	- 1	-	-	-	
Community Facilities		-	-	-	=		-	-	-	
Sport and Recreation Facilities	1	_	_	- 1	_	_ [_	_	-	i

$\mathbf{v}_{i} = \left(\mathbf{v}_{i} + \mathbf{v}_{i}\right) + \left(v$										
Community Assets	[-	-	-	-	-	-	- "	-	-
Heritage Assets	l	-	-	-	-	-	_	-	- 1	-
Revenue Generating		_	-	-	_	_	-	_	_	- 1
Non-revenue Generating	!	_	_	_	_	_	_	_ !	_ 1	_ I
Investment properties	1	_	_	_	_	_		_	_	- 1
Operational Buildings		_	_ [_		_		_	_
Housing		.·	_ i	_	_		_	_	_	_
Other Assets	}			-	-				_	-
Biological or Cultivated Assets		_	-		- 1					-
Servitudes		_	· []	-	· - 1	-	-	-	-	- 1
				-	- 1	-	~	-	-	-
Licences and Rights		-	-	-	-			-	_	
Intangible Assets		-	-	-]	-	-	-	-	-	- 1
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		_	-	-	-	-	_	_	_	-
Libraries		_	-	-	_	_	_	_	_	_ {
Zoo's, Marine and Non-biological Animals		-	_	_	_	_	_	~	_	
	. 1									
Total Capital Expenditure	4		i					1		
Roads Infrastructure		-	- [-		-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	- 1
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-		-	-	_	-
Sanitation Infrastructure		- [-	-		-	-		-	-
Solid Waste Infrastructure		-	- 1		-	- I	_	-	-	-
Rail Infrastructure		-	-	-	-	_	-	-	-	- }
Coastal Infrastructure		-	-	-	_	_	_	_	_	- 1
Information and Communication Infrastructure		-	_	-	_	_	_	_	_	_
Infrastructure			-	-	_		-	_	_	
Community Facilities		_	_	_	_	_	_	_	_	_
Sport and Recreation Facilities		_	_	_		_	_	_	_	- 1
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		-	- 1	-	-	-	-	-	-	- 1
Servitudes		-	-	-	-	-	-	-	_	-
Licences and Rights		-	-			-	_	-	-	
Intangible Assets		-	-	-	- 1	-	-			-
Computer Equipment		404	189	166	592	592	592	211	_	l
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	i	_	402		1,000	1,000	1,000	_	_	-
Zoo's, Marine and Non-biological Animals		_	_	_	-	_		_		-
		2742				-			-	
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		_	- 1	-	_	'	_	-	_	_ [
Storm water Infrastructure		_	-	-	_	_	_	-	_	_
Electrical Infrastructure		_ 		_	_	_	_			_
Water Supply Infrastructure		-	_	_	_	_	_		_	_
Sanitation Infrastructure		_	_		_	1 _	_		_	
Solid Waste Infrastructure			_		_	_	·	_	_	_ [
Rail Infrastructure	1	_			_	_	_	_		_ [
Coastal Infrastructure		-	_	_	_	_		-		
Information and Communication Infrastructure		_	_		_		1		-	-
Infrastructure				-						. –
Community Facilities		-	-	-	-	-	-	-	- -	-
			-		_	-	-	-	-	-
Sport and Recreation Facilities						-	<u> </u>	-		
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	_	-	-	-
Revenue Generating		- 	_		-	-	_	-	-	-
Non-revenue Generating		-	•	-			-	-		-
Investment properties		- !		-		-	-	-		-
Operational Buildings		42,860.	39,824	39,683	57,830	57,787	ĺ	1		
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	İ	1		
Intangible Assets		87	87	87	87	87			_	-
Computer Equipment		2,054	1,885	1,517	592	635	l <u>-</u>	_	_	 !
		2,917	3,021	2,945	-	_	_	_	_	_
Furniture and Office Equipment				978	171	171	_	_	_	_ [
Furniture and Office Equipment Machinery and Equipment		1.180	7.075					. –		1
Machinery and Equipment		1,180	1,075			F				j
Machinery and Equipment Transport Assets		5,323	5,137	5,021	1,600	1,600	-	-	-	-
Machinery and Equipment Transport Assets Libraries		5,323 -	5,137 —	5,021 -	1,600 -	1,600 -	-	-	_	_
Machinery and Equipment Transport Assets	5	5,323 - -		5,021		1,600 - -			1	-

PENDITURE OTHER ITEMS	_	4 000		4 == .						
<u>Depreciation</u>	7	1,399	1,462	1,731	1,680	1,680	1,680	2,109	2,233	2,3
Repairs and Maintenance by Asset Class	3	640	475	627	2,100	2,100	495	631	670	7
Roads Infrastructure		-	-	-	-	-	-	-	- [
Storm water Infrastructure	1 1	-	-	-	- 1	-	-	-	- i	
Electrical Infrastructure		+-	- [-	-	-	-	-	-	
Water Supply Infrastructure		-	- [-	-	-	-	-	- 1	
Sanitation Infrastructure		-	-	-	-	-	-	-	-	
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	
Rail Infrastructure		-	- 1	-	-	-			-	
Coastal Infrastructure	,	-	-	-	-	-	-	-	-	
Information and Communication Infrastructure		-	-	-	-	-	-	- !	-	
Infrastructure	İ	-	-	-		-	-	-	-	
Community Facilities		-	-	-	-	- 1	-		-	
Sport and Recreation Facilities		-	-	- 1	- [-	-	-	-	
Community Assets		-	-	-	- 1	-		-	-	
Heritage Assets		-	-	-	-	-	-	-	-	
Revenue Generating		-	-	-	-	-	-		_	
Non-revenue Generating		_	- 1	-	-	-	-	-	_	
Investment properties		-	-	-	-	_		-	_	
Operational Buildings		424	117	118	1,500	1,500	-	-	-	
Housing	1	-	-	-	-	-	_	-	-	
Other Assets		424	117	118	1,500	1,500			-	
Biological or Cultivated Assets		-	-	-	-	-	-	- !	_	
Servitudes		-	-	_	-	-	- 1	_	_	
Licences and Rights	+	_	-	_	-	- 1	-			
Intangible Assets	1		-	-	-	-		-	_	
Computer Equipment		17	157	138	137	137	81	91	100	
Furniture and Office Equipment		7	46	50	50	50	1	20	20	
Machinery and Equipment		193	155	321	414	414	413	520	550	
Transport Assets			-	_					_	
Libraries		_ 1	_		_	_		_	_	
Zoo's, Marine and Non-biological Animals			_ [_	_			_	
· •	-		_	_	_					
TAL EXPENDITURE OTHER ITEMS		2,039	1,937	2,358	3,780	3,780	2,175	2,740	2,903	
newal and upgrading of Existing Assets as % of total capex		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
newal and upgrading of Existing Assets as % of deprecn		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
M as a % of PPE		2.2%	1.9%	2.6%	6.1%	6.1%	0.0%	0.0%	0.0%	0.0%
enewal and upgrading and R&M as a % of PPE	1	1.0%	1.0%	1.0%	3.0%	3.0%	0.0%	0.0%	0.0%	0.0%

Description	Ref	2013/14	2014/15	2015/16	C	urrent Year 2016/	17	2017/18 Mediu	n Term Revenue Framework	& Expenditur
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year 2019/20
Capital expenditure on new assets by Asset Class/St	ub-class	ì								1
<u>nfrastructure</u>		_	_	_	_	_	_	-	ļ ·	
Roads Infrastructure		-		_	_	_	_	_	_	
Roads		_	1 - 2 - 1 - 2 - 1 - 2 - 1 - 2 - 1 - 2 - 2	-	2-1	issa i 💂	_	_ :		
Road Structures		_	10 N N N N N N N N N N N N N N N N N N N		-	-	_	_	_	
Road Furniture		_		_	_	_	_	_		1 1
Capital Spares		_	_		_	_	_	_	_	100
Storm water Infrastructure		_	_	_	_	_ '	_	_	_	
Drainage Collection		_	_	_	_	_				
Storm water Conveyance		_	_	_	_	_		1. 1824	g.a. 1.4.	
Attenuation		-	_	1.75		\$5000 <u>-</u>				
Electrical Infrastructure		_		i -	in ingestalle.	3 ³⁴ -			_	
		_			, 4					
Power Plants		_	-			1.5	-	-	-	
HV Substations		-	<u> </u>		-	· -	-	_	-	
HV Switching Station		Res (ris	_	_	_	-	_	_	-	
HV Transmission Conductors			_	_	-	_		-	_	
MV Substations	1	-		-	-	-	_	-	_	
MV Switching Stations		_		_	-	-	_	-	-	
MV Networks		-		-		-	_	-	_	
LV Networks				_	-	_	_	-	-	
Capital Spares		_	-	_	_	_	_	-	- 1 T	
Water Supply Infrastructure		_	_		-	_	_	_	_	İ
Dams and Weirs		_	_	_	_	_	-		trans.	
Boreholes		_	_	_	_	_			_	
Reservoirs		_	_	_	_	_	_	_	_	
	-	_					_	<u> </u>		
Pump Stations		_	_	-	-	_	ļ. _.			
Water Treatment Works		_	_	_	_	_	****	_	-	
Bulk Mains			_	_		_	_	-	_	
Distribution		_	_	_	<u> </u>	_		-	-	
Distribution Points		_	-	_	-	-	· · · -	<u> </u>	-	
PRV Stations		_	_	_	_		_	. –		
Capital Spares		_	_	-	_	_	-	-	-	
Sanitation Infrastructure		_	_	_	_	_	_] -	_	
Pump Station		_	_	_	_	_	_	-	1 -	
Reticulation		_	_	_		-	_	_		
Waste Water Treatment Works		_	_	_	_	_	_	_	_	
Outfall Sewers		_	_	_	_	***		_	_	
Tollet Facilities		_			_				1	
		-	-	_	1	_	-	_	-	
Capital Spares		-	_	_	_	_	-	_	_	
Solid Waste Infrastructure	1	-	_	-	-	-	-	-	_	
Lanonii Sites	<u> </u>	_	_	_	-	-	-		_	
Waste Transfer Stations		_	_	-		-	_	-	-	
Waste Processing Facilities		_	j -	-	-	-	-	-	-	
Waste Drop-off Points		_	. –	-	-	-	-	-	-	1
Waste Separation Facilities		-	_	_	_	-	_	_	_	
Electricity Generation Facilities		-	_	_	-	-	_		_	
Capital Spares	ŀ	_	_	_	_	_	_	_		
Rail Infrastructure			_	_	_	_	_	_	_	
Rail Lines		_	_	_		_	_	_	_	
Rail Structures		_	_	_	_		_	_	_	
Rail Furniture			1		_		_	_		
		-	_	_		_				
Drainage Collection		_	_	-	-	_	-	_	_	
Storm water Conveyance		-	_	-	_	_	-	-		
Attenuation		_	-	-	-	_		=	_	
MV Substations		-	-	-	-	-	-	-	-	
LV Networks		_	-	-	-	-	_	-	-	
Capital Spares		_	-	_	_	_	-	_	_	
Coastal Infrastructure		_	_	-	-	_	_	_	-	
Sand Pumps		_	_	_	_	_	_		_	
Piers		_	_	_	_	_		_	_	
Revetments			_	_	_		_	_	_	

			1							
Promenades			_			_	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	. –	_	-
Capital Spares		_	-	, 1 de 1			_		· _	- :
Information and Communication Infrastructure		_	_	_	_	-	_	_	_	_
Data Centres	2:	· · · _	_	<u>.</u>				_	_	
Core Layers	Ir is	_	_	<u> </u>		.00. <u>21.</u>		_		
Distribution Layers	1 .	_	_		_	200 - 100 -	1 4	_	_	
Capital Spares		_					₹		_	以海 投資
Capital Spares		_	_	-		_		·-	_	3 4 4 3
Community Assets		_	-	_	-	_	_	-	_	_
Community Facilities		-		_	_	-		_	_	
Halis		_			_		_		_	_
Centres		_		_		1 2 m	-	2		
Crèches		_	1 1 T	1.1						
Clinics/Care Centres				7. de -	_		_		्रे <u>।</u> जून	-
			_	- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1	_	-	-	- :	Sajes Zinn,	-
Fire/Ambulance Stations			_	: -		_	-	~		-
Testing Stations			-		· . -	_	_	-	 '	
Museums		T	Majeria <u>–</u>	-	-A d	_	_	-	_	
Galleries		<u>-</u> '	-	-			_		- '	[변기
Theatres		-	_	_	+ (人士) (<u>28</u> (1947) (上)	_	_		<u> </u>	_
Libraries		_		_	_	_	_	_	_	_
· Cemeteries/Crematoria		_	-		_	_	_	_		_ [
Police		_	_	_		_	_		_	_ [
Puris		_	_	_	_				· -	-
Public Open Space							-	_	_	-
		-	_		_	-	-	-	-	-
Nature Reserves		_	-		-	-		-	-	-
Public Ablution Facilities		-	-	-	_	· -	:. 2	-	-	-
Markets		· -	_	<u>~</u>	-			.	_	7 % -
Stalls		· -	_	<u> </u>	_	-	1 1 Mag.	_	_	
Abattoirs		-	_		_	_	· -	_	_	~
Airports		_	_	_	_	_	<u></u>	_	_	_
Taxi Ranks/Bus Terminals		_	_	_	_	_		· -	_	_
Capital Spares	ł l	_	_	_	_	_	_			-
Sport and Recreation Facilities		_						· · · · · ·	_	-
	.		-	_		-	_	_	-	-
Indoor Facilities		_	. –	-		ļ. -	_	<u></u> 21	-	
Outdoor Facilities	1	-		-		-	_	#		_
Capital Spares		-	a partir 💆	-	·- ,	-	_	 ⊒ -	- ·	- 1
Heritage assets	1	_	_	_		_	_	_	_	_ 1
Monuments		_		_	_				_	_
Historic Buildings		_	_		ĺ		_	_	_	_
Works of Art				-	-	-	-	-	_	+
		-		_	_	_	_	-	_	_
Conservation Areas		-	_	-	-	_	-	-	_	_
Other Heritage		-	_	_	-	_	_	-	_	-
Investment properties			_	_	_	_	_	l _	_	
Revenue Generating	<u> </u>			_		_	_		_	
Improved Property		_	_	_	_	_	_	_	_	_
Unimproved Property	-	-	_	_	1					
Non-revenue Generating	•				-	-	-	~	-	
Improved Property		-	-	_	-	-	_	-	_	_
		-	_	-	_		_	-	-	-
Unimproved Property		_	-	-	-	-		-	-	. –
Other assets		96	_	79	1,500	1,500	_	500	_	_
Operational Buildings		96	<u> </u>	79			_	500		_
Municipal Offices		96	_	79				500		_
Pay/Enquiry Points		_	_		-,500	1,000		_	_	
Building Plan Offices				1			-			_
		-	_	_	· -	-	-	-	-	j -
Workshops	1 1	-		-	-	_	-	-	· -	<u> </u>
Yards	1	-	-	-	_	. –		-	_	-
Stores		_	-	-	_	-	. –	-		_
Laboratories		_	_		_	_	-	-	_	-
Training Centres]	_	_	_	_	_	_	_	-	-
Manufacturing Plant	1	_	_	_	_	_		_	_	_
Depots	.		_	_	_	_	_		_	_
Capital Spares		_		_	_	_	_			
Housing		_						i		_
			_	_	_	_	-	-	-	_
Staff Housing		-	_	-	-	-	-	-	_	
Social Housing			-	-	_	-	_	-	-	_
Capital Spares		-	-	-	-	-	-	-	_	_
L .			1			1	i .			

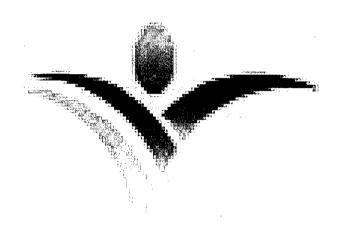
Biological or Cultivated Assets Biological or Cultivated Assets			— N++		-			-		- :	- -	- -
Intangible Assets Servitudes			-				-	-	-	2 - 2 - 12 - 12 - 12 - 12 - 12 - 12 - 1	_ 	-
Licences and Rights			~		_		_	-	:	(vi s 15%).	Ministra 7	_
. Water Rights			_		_	_	l . <u> </u>	<u>.</u>			2000/2001/196	_ 1
Effluent Licenses			_		_		ant V. Se → I	_	_	78. S 2. S		·
Solid Waste Licenses			_			-		20 a.s		_	_	*
Computer Software and Applications			·		_	_			_	_		3.1
Load Settlement Software Applications			· · · · .	j.		_		<u>97</u> 1.5. 34.5.	_	_	_	
Unspecified			<u>-30</u>	9	-		-		e"			_
Computer Equipment			404		189	166	592	592	592	211	_	_
Computer Equipment			404		189	166		592	592	211	-	
Furniture and Office Equipment			137		255	156	_	44	1,544	301	_	_
Furniture and Office Equipment		8 3	137		255	156	·	44	1,544	301		
Machinery and Equipment		1	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	-	-	-
<u>Libraries</u>			-			-	_	-	_	_	_	-
Libraries			-			· -	_		· -	-	_	-
Zoo's, Marine and Non-biological Animals			_		_		_	_	_			_
Zoo's, Marine and Non-biological Animals			_		-	. –		<u>-</u>	_	· · · · · · · · · · · · · · · · · · ·		-
Total Capital Expenditure on new assets	1		2,746		1,058	1,403	3,863	3,906	3,906	1,012	_	

en en la companya de la companya de la companya de la companya de la companya de la companya de la companya de

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	Cu	rrent Year 2015/	17	2017/18 Mediu	ım Term Revenu Framework	e & Expenditur
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Origina! Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year - 2019/20
apital expenditure on renewal of existing assets by	/ Asset		Cauconie	Outcome	Duaget	Deager	FUICCASI	2011/(6	2010/19	2013/20
ntrastructure		_	_	-	-	_	_	_	_	
Roads Infrastructure		_	-	-	_	-			_	_
Roads		-	_	-	_	_	_	_	-	3
Road Structures		_	-	-	-	_	_	-	_	1
Road Furniture			-	-	-	-	-	-	_	1 2
Capital Spares		1.75	-	~	+	-		-	-	-
Storm water infrastructure			-	-	- 1	-	_	-	-	-
Drainage Collection		-	1	-	-	-	-	1.E		-
Storm water Conveyance		-	-	-	- '	-	-	-	-	-
Attenuation		-		- "		-	-	1.1	-	-
Electrical Infrastructure		_	-		-		-	-	-	-
Power Plants		-	-			-	-	-	-	-
HV Substations		-	-			-	-	-	-	
HV Switching Station	1	-	-	-"			-	-	-	
HV Transmission Conductors ,		-	_	-	- -		-	_	-	
MV Substations		-	-	-	-	수 보 고	-	-	_	
MV Switching Stations		-		-	-	-	_	-	-	
MV Networks		-	-	-	-	-	1,1 <i>5</i>	-	-	
LV Networks		-	-	-	_			-	-	
Capital Spares		_	-	-	-	-	-	_	-	
Water Supply Infrastructure		_	-	-	-	-	_	-	-	
Dams and Weirs		-			-	-	-	-	-	
Boreholes		-	·	-	-		-	-	-	
Reservoirs		_		-	-	-	-	-	-	
Pump Stations		-	4 4 4	-	-	-	-	-	-	
Water Treatment Works		_	- '- <u>-</u>	-	-	-	-	-	1	
Bulk Mains		-	<u>.</u>	-	-	-	-	-	-	
Distribution		-	-	-	-	-	-	<u> </u>		
Distribution Points		-	_	_	-	-	_	-	_	
PRV Stations		-	-	_	_		-	-	_	
Capital Spares		_	_	_	_	_	_	-	_	
Sanitation Infrastructure		_	_	_		_	_	-	_	
Pump Station		_	_	_	_	_	_	_	_	
Reticulation		_	_		_	_	_	_	_	l .
Waste Water Treatment Works	- 1	_	_	_	_	_ :	_	_	_	l .
Outfall Sewers		_		_	_	_	_	_	_	
Toilet Facilities		_	_	_	_	_	_		_	
Capital Spares		_	_	_	_	_	_	_	_	1
Solid Waste Infrastructure		_	_	_	_	_	_	_		
Landfill Sites		_	_ '	_	_		_	_		
Waste Transfer Stations		_	_	_	_	_	_		1 _	
Waste Processing Facilities		_	_	_	_		_	_		
Waste Drop-off Points				_	_	_	_	_	_	
Waste Separation Facilities				_	_	_	_	_	_	
Electricity Generation Facilities		I 2	_	_		_	_	· .	_	
Capital Spares		_		_	_		_		_	
Rail Infrastructure	Í		_	_	_	_	_	_	_	
Rail Lines					_	!	_	_	_	
Rail Structures		_		_	_	_	_	_	_	
Rail Furniture]	_	_	_	_	_	_	-	-
Drainage Collection	1	_	_	_	_	_	_			
Storm water Conveyance		_	_	_	[_	_		
Attenuation			_	_	_	_			_	
MV Substations		_	1	!			-	-		
LV Networks		_	_	_	-	_	_	1 -	_	
Capital Spares		_	_	_	· -	_	_	l		
Coastal Infrastructure		_		_	_	j	-	_	-	
Sand Pumps		i		_		_	-	-	_	
Sand Pullips Piers		_	_			1	_	_ ~	-	
		-	_	_	-	_	-	-		
Revelments		· ~	-	-	-	_	-	_	-	
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	_	-	
Information and Communication Infrastructure	-	i -	_	-	-	-	-	-	-	
Data Centres		-	-	-	-	-	-	-	-	
Core Layers		-	-	-	-	-	-	, -	-	
Distribution Layers		-	-		-	-	-	g., -	-	1
Capital Spares		-	-	-	-	-	-	f	-	1
Community feests										
Community Assets	- 1		-	-	-	<u> </u>		-		

Hails	1				-	- 1	- 1	-	-	
Centres Crèches					-	-	-	-	-	
Clinics/Care Centres		· · -			-	-	-			2 J.
Fire/Ambulance Stations		, -	4		-	-	2	1 1 1 1 1 1 1 1		
Testing Stations Museums		· -	- -		-	-	-	· 5.		1
Galleries Theorem		-			-	-		-		<u> </u>
Theatres Libraries		-	_		-		-	-	-	-
Cerneteries/Crematoria		_	-	- [-	-	-	-	-	-
Police Purls	Ì	-		-	-	-		_	-	-
Public Open Space		-	-	-	-	-	-	-	-	-
Nature Reserves Public Ablution Facilities		-		-	- "	-	-	-	-	-
Markets				-	-	-	-	_		
Stalls Abattoirs		-	-	-	-	-	-	-	-	-
Airports		·	1 ()1	i -	-	-	-	_	-	
Taxi Ranks/Bus Terminals		-	÷.		-	-	-	-	-	- 53
Capital Spares Sport and Recreation Facilities		_	_	-	- -	-		_	_	
Indoor Facilities		_	_	_	_	_	_		_	
Outdoor Facilities		-	-	-	-	<u>.</u>		-	-	-
Capital Spares		-	-	-	-	7	-	-	-	-
Heritage assets		- '	_	_	_	_	_	_	_	_
Monuments		-	-	-	-	4	-	-	-	-
Historic Buildings Works of Art			-	-	-	-	-	-	-	- 1
Conservation Areas		_	-	-	- 1	-	-	_	-	-
Other Heritage		.	-	-	-	-	-	-	-	-
Investment properties		_	_		_	_	_	-	_	_
Revenue Generating		-		-	-	-	-	-	-	-
Improved Property		<u>-</u>	÷ 2		-	-		-	-	-
Unimproved Property		· +	=	-	-	-	-	- 1		-
Non-revenue Generating Improved Property			1,7		-	_	-	·	<u>-</u>	-
umpravea Property Unimproved Property		_	-		_	_	-	J	.= :=	- -
								•		
Other assets Operational Buildings			-	-	-				-	-
Operational Buildings Municipal Offices		-	_	_ [_	-	1	-	-	-
Pay/Enquiry Points		_	_		-	-		_		_ [
Building Plan Offices		-	-	-	-	-	-	-	_	
Workshops		-	-	-	-		-	-	-	
Yards		-	· .		-	-	-	-		-
Stores Laboratories		-	1.7		-	-	-	-	-]	-
Training Centres		_	_			-		_	_	-
Manufacturing Plant		_	_	_		_	_	_	_	_
Depots		_	_	-	-	-	<u> </u>	-	-	-
Capital Spares		-	_	-	-		-1		- '	- '
Housing Staff Hausing		-	-	-		-	-	-	-	-
Staff Housing Social Housing		_	_	_	_	-	_	_	_	_
Social Housing Capital Spares		_			_	-	_	_	-	T -
Biological or Cultivated Assets		_		_		_	_	_		
Biological or Cultivated Assets		_	_		-		_	-	-	_
Intangible Assets				_	_			_	_	
Servitudes		_	_	_	-	_			_ :	!
Licences and Rights		-	-		-	-	_	-	- '	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses Solid Waste Licenses		_	_	-	-	-	_	-	-	_
Solid Waste Licenses Computer Software and Applications		_	_	_		_	_	_	-	_
Load Settlement Software Applications		_			_	_	_	_	_	-
Unspecified		_	-	-	-	_	-	-	-	-
Computer Equipment		i -	_	_	_	_	_	-	_	_
Computer Equipment		-	-		-	+	-	-	-	: -
Furniture and Office Equipment		_	_	-	-		_	-	_	_
Furniture and Office Equipment		-	-		-		-	-	-	
Machinery and Equipment Machinery and Equipment		_	-		-	<u> </u>			-	
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 asset	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%	0.0%
Renewal of Existing Assets as % of depreon*		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Legislative Compliance Status

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.

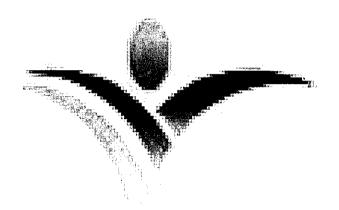
In accordance with the provisions of the Act, Sarah Baartman District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The policy is intended to regulate the supply chain management environment within the district. Required resources (human, financial and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

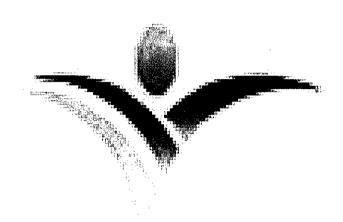
The significant change in the budget preparations is the introduction of mSCOA (Municipal Standard Chart of Accounts) which is effective on 1 July 2017. Municipalities are therefore required to draft a budget in the mSCOA format.



Details of Budgets per Department

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%



Municipal Entity Budget Information

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	Cu	rrent Year 2016/1	7	2017/18 Mediu	n Term Revenue Framework	& Expenditure
R million	Kei	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
inancial 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	ŀ		0	-	3	3	0] 3	1	1
Contributions recognised - capital & contributed assets	ļ							Į.		:
Total Revenue (excluding capital transfers and contribu	tions)	5	4	2	10	10	<u></u>	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	l	87	120	101	108	108	86	108	114	121
Depreciation & asset impairment		13	_	-	-	_	_	_		_
Finance charges	1	4	6	1	_	- 1	_	_	1 -	-
Materials and bulk purchases		_ [., l	_ '	_		_	· _	-	_
Transfers and grants			_		2,015	2,015	1,915			. · · <i></i>
Other expenditure	- 1	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	
Surplus/(Deficit)		4	2	(3)				<u> </u>	-	_
				(0)	_			1.		<u> </u>
Capital expenditure & funds sources					e e					
Capital expenditure										<u> </u>
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	_	-
inancial position										İ
Total current assets		5	7	6	6	6	6	6	- [€	i
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	•	;	5
ash flows		1				<u> </u>		-		
Net cash from (used) operating		5	2	(2)	0	0	1	1)
Net cash from (used) investing		(0)	(0)	(0)	(0)) (0)	(0) (0) -	-
Net cash from (used) financing]	_	_	-	-
ash/cash equivalents at the year end		5	7	6	1 6	6		i (;	3

CACADU DEVELOPMENT AGENCY - Table I	2013/14	2014/15	2015/16	Curr	ent Year 2016/1	7	Medium Term	Revenue and I	Expenditure
R thousands	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	-	-	oor l	075	·275	275	465	350	325
Investment revenue	170	228	285	275	1	6,987	5,000	5,000	5,500
Transfers recognised - operational	4,957	4,000	1,720	7,285	7,285	227	2,995	947	875
Other own revenue		0		2,519	2,519	7,489	8,460	6,297	6,700
Total Revenue (excluding capital transfers and contributions)	5,127	4,228	2,005	10,078	10,078	<u> </u>			5,112
Employee costs	1,094	1,700	3,911	5,030	5,030	3,545	4,490	4,778	121
Remuneration of Board Members	87	120	101	108	108	86	108	114	121
Depreciation and debt impairment	13	- '	- [-	-	-	_ '	-	
Finance charges	4	6	1 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	
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	_	_	_	_	-	-	_	-	-
Transleta recognisea estate	1					1			
Contributions recognised - capital & contributed assets	s						<u> </u>		
Surplus/(Deficit) after capital transfers &	3,766	1,975	(2,824)	_	-	573	-	_	_
contributions	1		Į					_	_
Taxation			<u> </u>		-	573			
Surplus/ (Deficit) for the year	3,766	1,975	(2,824)			5/3			
Capital expenditure & funds sources									
Capital expenditure	20	76	15	50	50	50	1	1	_
Transfers recognised - capital	20	76	i 15	50	50	50	50	-	_
Public contributions & donations	-	-	-		-	_	-	-	_
Borrowing	_	-	-	-	-	-	-	-	-
Internally generated funds	_	_	-	_	-	-	-	-	-
Total sources of capital funds	20	79	15	50	50	5	0 50)	
Financial position		 							
Total current assets	5,393	7,48	5,672	5,656	5,656	6,17			9 6,25
Total non current assets	88	1	1	157	157	7 15	7 20	7 -	- [-
Total current liabilities	1,718	h .	1	-	-	-	. -	-	- -
Total corrent liabilities		_		_	_	-	- -	1	- -
1	3,76		1	5,813	5,81	3 6,33	6,41	1 6,2	29 6,25
Community wealth/Equity	<u> </u>	-,,,	- 	 			 		- ·
Cash flows			14 046	75	5 7	5 59	98 .7	5	25 2
Net cash from (used) operating	5,39	l l		11	·	-	L.	0)	
Net cash from (used) investing	(2		'6) (15	1	`I	1		- 1	_
Net cash from (used) financing	_	ŧ		5 050		ľ	79 6,20	6,2	1
Cash/cash equivalents at the year end	5,37	6 7,46	5,63	1 5,65	9,00	0,1.	0,20		

CACADU DEVELOPMENT AGENCY - Table D2 Bud Description	Ref	2013/14	2014/15	2015/16		rent Year 2016/	17	Medium Tern	Revenue and Framework	Expenditure
R thousands		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 by Source	1				İ					į
Property rates		-	-	- }	-	- }	-	-	-	- [
Property rates - penalties & collection charges		-	=	-	-	-	_	-	_	-
Service charges - electricity revenue		-	-	-	-	-	-	-	_	_
Service charges - water revenue		-	-	_	-	-	-		_	
Service charges - sanitation revenue		-	-	-		-	-	_		_
Service charges - refuse revenue		-	-	~	_		<i>→</i>		_	_
Service charges - other		-	→	-	_	-	227	321	347	375
Rental of facilities and equipment		470		285	275	275	275	465	350	325
Interest earned - external investments		170	228	1	210	213	210	-	_	-
Interest earned - outstanding debtors	'	-	-	-		_	_	_		_
Dividends received		-	-	_		_	_	_		_
Fines	1	_	_ 	. 1	_	.	i	_	=-	_
Licences and permits		- · - ·			_			T -		
Agency services		4,957	4,000	1,720	7,285	7,285	6,987	5,000	5,000	5,500
Transfers recognised - operational		4,331	4,000	1,720	2,519	2,519	_	2,675	600	500
Other revenue	1	<u> </u>	_	_]			_		_	_
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	1	Į.	
Remuneration of Directors	1	87	120	101	108	108	86	108	1	1
Debt impairment	4	-		-	_	_	-	-	-	-
Collection costs		-	-	-	-		_			
Depreciation & asset impairment		13	35	25	25		25		25	25
Finance charges -		4	. 6	1	-	-	-	-		
Bulk purchases	2	1 -	-	-	-	-	-	,-	_	-
Other materials	5	-	-	-	-	_	-	-	_	_
Contracted services		-	-				1.04	,	_	
Transfers and grants					2,015	ı	l	1		1,442
Other expenditure	3	163		789	2,901	1	1,34			,
Loss on disposal of PPE	-		11		10.079	10,078	6,91			7 6,70
Total Expenditure		1,361	2,253	4,828	10,078	10,070			0,23	
Surplusi(Deficit)		3,766	1,975	(2,824)	-	-	57	3 -	_	-
Transfers recognised - capital		1		1				1		
Contributions recognised - capital						{				
Contributions of PPE			4.57	10.004		 	57	3 -		
Surplus/(Deficit) after capital transfers & contributions		3,766	1,975	(2,824	" -		31	Ĭ · -		
Taxation										
Surplus/ (Deficit) for the year	┪	3,766	1,97	5 (2,824	} -	T	57	'3 -		
References	1	1	1	 , -		i -				
1. Revenue includes sales of: (insert description)			1	}			1			
2. Bulk purchases - electricity	1							1		
2. Bulk purchases - water								ĺ		
3. Expenditure includes repairs & maintenance of:	-			ì	ĺ					

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

Vote Description	Ref	2013/14	2014/15	2015/16	Cur	rent Year 2016/	17	Medium Terr	n Revenue and Framework	Expenditure
•		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year	Budget Year
R thousands	1	Outcome	Outcome	Outcome	Budget	Budget	Forecast	2017/18	+1 2018/19	+2 2019/20
Multi-Year expenditure										
Insert programme/projects description		-	-	-	-	-	-	-	-	-
		· -	-	-	-	-	-	-	-	-
		-	- !	-	-	-	-	-	-	_
		-	-	-	- 1	-	=	-	-	-
		-	-	-	-	-	_	-	-	-
		-	-	- !	-	- 1	-			-
	i	-	-		-	-		-	-	i -
		- 1	-		1	-	-	-	-	_
		-	-	-		-	-	_	_	_
						~		ļ		-
Capital multi-year expenditure sub-total	2	_	_	-	-	-	_		_	-
Single Year expenditure	- 1									
Computer equipment			76	15	50	50	50	50	-	İ
Computer software		-	-	-	. -	-	- `	-		-
Furniture and fittings		-	- '		-	-	~	_	_	_
Office Equipment		_	_		_	-	_	-	-	_
·	'									
	l	ļ							,	
l	1									
	ĺ								ļ	
Capital single-year expenditure sub-total	2	20	76	15	50	50	50	50	_	† <u> </u>
Total Capital Expenditure	4	20	76	15	50	50	50	50	-	<u> </u>
Funded by:								!		
National Government	ŀ	l _	_		_	_		-	_	-
Provincial Government			_	_	_	_	_	-	_	-
Parent Municipality		20		15	50	50	50	50) -	-
District Municipality	- 1		_	-	_	_	_	1	_	_
Transfers recognised - capital		20		15	50	50	5	5() -	
Public contributions & donations	6			_	_		_		-	_
Borrowing	3	_	_	_	_	_	_	_	_	_
Internally generated funds	ľ		_	_	_		_	_	-	· _
Total Capital Funding	4	ļ—		15		50		_	0 -	

ACADU DEVELOPMENT AGENCY - Tab	Ref	2013/14	2014/15	2015/16	Cui	rent Year 2016/	17	Medium Tern	Revenue and E Framework	xpenditure
Description thousands		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
SSETS			}					Ì		
urrent assets	1 1			ı						ļ
Cash				E 004	5,656	5,656	6,179	6,204	6,229	6,254
Call investment deposits	1	5,376	7,462	5,631	3,000		-	-	- '	_ _
Consumer debtors .		-]	-	- 10		_	_		- 1	-
Other deblors	1	17	23	40			_	_	-	-
Current portion of long-term receivables		-		_	_	_	_	-		
Inventory	<u> </u>					5,656	6,17	6,204	6,229	6,254
Total current assets		5,393	7,485	5,672	5,656	0,000			T	
			· 		ļ		1	1	_	_
Non current assets	3		_	_	-	-	-	_		_
Long-term receivables	١		_	_	-	-	-	-		
Investments	İ		==	· -	-			i i	1	
Investment property	1	88	118	107	15	7 15	7 · 18		'\ <u> </u>	
Property, plant and equipment	! '		-	_	-	-	- -			_
Agricultural assets			_	_	-	-	. .	- -	i i	
Biological assets	1		_		-	·	`	-		_
Intangible assets		88	118	10	7 15	7 15	71	57 20		_
Total non current assets		5,481	4		9 5,81	3 5,81	6,3	36 6,4	11 6,22	9 6,23
TOTAL ASSETS		0,40						•		1
LIABILITIES	1							ı].	
Current liabilities	1					_		_ !	_ -	. -
Bank overdraft	1	-	-	-	1	-	_	1	-	- -
Borrowing	- 1	-	-	-	- 1	⁻ 1	_	_	_ \ -	- l ·
Consumer deposits		-	l l) ·	-	_	_	_	_ \	_
Trade and other payables	- 1	1,58		1	1	-	_	_	_ \	-
Provisions	1	3 12	6 15		· <u>'</u>				_	-
Total current liabilities		1,7	5 1,86	2,8	62	-	-			
								1	. \	
Non current liabilities			_	_	_	-	÷ \	-	-	-
Borrowing		1	_	_	_ \	-	-			
Provisions		<u> </u>					-		-	
Total non current liabilities		· · · · · · · · · · · · · · · · · · ·	_!		862		-			
TOTAL LIABILITIES		1,7				242	,813	3,336 6	,411 6,	229 6,
NET ASSETS	1	2 3,7	66 5,7	41 2,	917 5	813 5	,013	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	<u>,</u>	
									ء ليير	229 6
COMMUNITY WEALTH/EQUITY	1	. 4	766 5,7	741 2,	917 5	813 5	5,813	6,336 6	,	' \
Accumulated Surplus/(Deficit)	1	٥,		_	_	-	-	- .		-
Reserves	ļ		_	_	-	-				229 6
Share capital		2 3,		741 2	,917	5,813	5,813	6,336	6,411 <u>-</u> 6	,229 6

CACADU DEVELOPMENT AGENCY - Table D5 Budgeted Cash Flow

Description	Ref	2013/14	2014/15	2015/16	Cui	rent Year 2016/	17	Medium Terr	n Revenue and Framework	Expenditure
R thousands		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
CASH FLOW FROM OPERATING ACTIVITIES	7									
Receipts										
Ratepayers and other		-	~	0	2,519	2,519	227	2,995	947	875
Government - operating	- I - I	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		-	-	_	_	-	-	٠	-	-
Payments	2		ļ							
Suppliers and employees		(1,211)	(2,066)	(3,820)	(10,003)	(10,003)	(6,891)	(8,385)	(6,272)	(6,675)
Finance charges	1	-		=		-		-	-	-
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									1	
Proceeds on disposal of PPE			' .	_	_	_		_	_	
Decrease (Increase) in non-current debtors				_	_	_	_	_	_	
Decrease (increase) other non-current receivables	l	_		_	_	_			_	_
Decrease (increase) in non-current investments		_		_	_	_			_	_
l		_	_	_	_	_				
Payments Capital assets	ŀ	Jon.	(76)	(15)	(50)	(50)	(50)	(50)		_
NET CASH FROM/(USED) INVESTING ACTIVITIES		(20)	(76)		(50)		(50)			<u> </u>
NET CASH PROMI(OSED) INVESTING ACTIVITIES		(20)	(10)	(13)	(30)	(30)	100	1 (30)	<u> </u>	_
CASH FLOWS FROM FINANCING ACTIVITIES	ŀ	!	Ì					,		
Receipts								İ		
Short term loans	1	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	_	-	-	-	-	-		_
Increase (decrease) in consumer deposits		-	_		· –	-	-	-	-	-
Payments			ļ					İ		
Repayment of borrowing			<u> </u>							
NET CASH FROM/(USED) FINANCING ACTIVITIES			-	_		-		_	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	1	5,376	2,086	(1,831)	25	25	548	25	25	
Cash/cash equivalents at the year begin:	2	-	5,376	7,462	5,631	5,631	5,631	6,179	6,204	6,225
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

CACADU DEVELOPMENT AGENCY - Supp		2013/14	2014/15	2015/16	Cı	rrent Year 2016	<i>i</i> 117	Medium Teri	m Revenue and Framework	Expenditure
Performance target description	Unit of measurement	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	
	1									
	1									
				:						
			-		•					
						:				

CADU DEVELOPMENT AGENCY	Supporting Table SD2 Financial and n	- 1	2013/14	2014/15	2015	i/16	Cur	rent Year 2	016117	1	Medium Ten	n Revenue an Framework		
Description of Indicator	Basis of calculation Re	ef	Audited Outcome	Audited Outcome	Aud Outc	1	Original Budget	, Adjuste Budgel		li Year recast	Budget Year 2017/18	Budget Yea +1 2018/19		
rrowing Management		1				· ·	0.0%	0.0%		0.0%	0.0%	0.0%	0.0	- 1
a contract Dofo	Total Long-term Borrowing/Total Assets	- 1	0.0%	0.0%	0,0	%	0.076	0%		0%	0%	0%	09	%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating	1	0%	0%	U	70	0,0		ì	ļ		Ì		
Capital Olicigue to apprecia	Expenditure	1		0.00/	0	0%	0.0%	0.0%	1	0.0%	0.0%	0.0%	0.0)%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and contributions	1	0.0%	0.0%	0.	,,,	0.2				·			001
Safety of Capital	1	1	40.007	29.7%	85	i.1%	0.0%	0.0%	.	0.0%	0.0%	0.0%	0.	0%
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax	l	42,2%	25.176	"			ļ	- 1			07/	١,	0%
Bobeto ad-13	Provision / Funds & Reserves		0%	0%		0%	0%	0%	- 1	0%	0%	0%	- } '	J 70
Gearing	Long Term Borrowing / Funds & Reserves	- [U70	0		···		1	-		İ		l	
2009	1	- 1			1	.		Į.	- 1		1	0.00	i,	0.00
Liguidity,			3.14	4,02	1	1.98	0.00	0.00)	0.00	0.00	0.00	1	0.00
Current Ratio	Current assets / current liabilities	Į,	3.14	4.02	1	1.98	0.00	0.0)	0.00	0.00	0.00	- (
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors >	ļ	5,17			ŀ		\	- 1		0.00	0.00	- !	0.00 .
	90 days		3.13	4.01	1	1.97	0.00	0.0	0	0.00	0,00	0.00	-	
Liquidity Ratio	Monetary Assets / Current Liabilities	1				1		1	\	40007	100%	100%	. .	100%
Revenue Management	Last 12 Mths Receipts / Last 12 Mths Billing	\ \		0%	Ì	0%	0%	100	1%	100%	10070		i	
Annual Debtors Collection Rate (Payment	Last 12 mms Receipts 7 cast 12 mats 5 mms	۱ ۱		Ì				. i	. \	0%	0%	0%	1.	0%
Level %)	Total Outstanding Debtors to Annual Revenue	\ \	0%	1%	l	2%	0%	0,	/o	076	1 5%		1	
Outstanding Debtors to Revenue	Total Outstationing Deposits to Fundamental	ł			1)	\		1		- 1	
Longstanding Debtors Reduction Due To	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								Ì					
Other Indicators	% Volume (Total units purchased + generated	1 1	1				1	- 1	- 1		l		ļ	
Electricity Distribution Losses	less total units sold)/Total units purchased + generated													
mississing Logge	% Volume (Total units purchased +own source	ce 2	.				1	1		l	- 1	Ì		
Water Distribution Losses	less total units sold)/Total units purchased + own source					105 (0)	50%		50%	47%	53%	6 7	3%	76%
E u tura costo	Employee costs/Total Revenue - capital		21.3%	40.2%	·	195.1%	30%	- 1				1	1	
Employee costs	revenue	-	1			0.0%	0%	1	0%	0%	09	' !)%	0%
Repairs & Maintenance	R&M/Total Revenue - capital revenue	-	0.0%		- 1	0.0%	0%		0%	0%	09	6 \ ')%	0%
Interest & Depreciation	1&D/Total Revenue - capital revenue		0.1%	0.1%	·	0.170	ا ،	l		1		1	1	
Financial viability indicators	l	1	1		_ \		.	. \	-		-	-	-	
i. Debt coverage	(Total Operating Revenue - Operating		l l	-	-		l	- [1		ì	
" Don't countries.	Grants)/Debt service payments due within	1	ł	ļ			ŀ	1				\		0%
1	financial year)			. 0.09	٤	0.0%	0%	,	0%	0%	. 0	%	0%	05
it. Q/S Service Debtors to Revenue	Total outstanding service debtors/annual		0%	0.0	_	-10.5							1.7	
	revenue received for services	.	665	%	5.6	:	2.0	0.9	0.9	3	1.5	1.2	1.7	
iii, Cost coverage	(Available cash + Investments)/monthly fixe operational expenditure	.	1 000	~ _						1	l			

ACADU DEVELOPMENT AGENCY - St Investments by maturity				Budget Year 2017/18	Market		Intere	st
Name of institution & investment ID	Ref	Period of investment			Market	value		Yield
	1 1	Months	Type of investment	Expiry date of investment	Begin	End	Fully accrued	%
thousands	1	Wouths					 	
Highsalida							1	
	[Ì	1	
				<u> </u>			1	
		THE AGENCY DOES NOT H	IAVE INVESTMENT PORTF	OLIO			1	
	1	•					1	
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						<u> </u>		

CADU DEVELOPMENT AGENCY - Supporting Tal	nie an	2013/14	2014/15	2015/16		Curr	ent Year 2010	3/17		Medium Term	Revenue and I Framework	Expenditure
Summary of Employee and Board Member remuneration	Ref	Audited	Audited Outcome	Audited Outcome		Original Budget	Adjusted Budget	Full Y		Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		Outcome	B	C		D	.E	F	;	G	Н	1
housands		A		<u>~</u>	╁							
muneration	1			 	1	1			1	.		
ard Members of Entities	1	_	_	-	.	_	₩.	ì	-	- 1	•••	-
Basic Salaries	-	_	_		.	- 1	-	1	- [-	_	_
Pension Contributions	-	_	_	_	.	- \			- 1	_	-	-
Medical Aid Contributions	1	_			.	_ i	_		-	-	-	-
Motor vehicle allowance	-	_		١.	.	_	_		- [-	_	-
Cell phone allowance	1	•			_	_ \	_	ì	-]	-	_	-
Housing allowance	1	_	_		.		_	.]	- 1		-	-
Other benefits and allowances	١.	-	_		_	_ [_	.	-]	-	-	
In-kind benefits	1			4	01	108	10	8	86	108	114	
Board Fees	- 1	87		<u>′ </u>	01	108	10	8	86	108		
ub Total - Board Members of Entities	1	87)	(0)	0		0	(0)	0	1	6.
increase				' [·						
enior Managers of Entities		78	83	4	388	1,080	1,00	80	1,073	1,148		- 1
Basic Salaries .			1	.	_	_	Ϊ,	-	-	-	_	
Pension Contributions	1		_	1	_) .	- i	_	-	-	
Medical Aid Contributions	ļ	12		1	120	_		- l		-	\	1
Motor vehicle allowance	1	1	~ \	·		_		-	_	_	1	1
Cell phone allowance	1	· "		_	_			-	_		i	1
Housing allowance	l	1 -		58	106	_	1.	_	-	28	1	-
Performance Bonus	ì	1		_	5	_		-	-	5	i0 \	55
Other benefits or allowances		1	- 1	_ }				-	-			-
In-kind benefits	ŀ	¹ l	- 00 1,0	42 1	,119	1,08	0 1,	080	1,073	1,4	33 1,5	
Sub Total - Senior Managers of Entities	1	<u> </u>	00 1,0	. 0	0		0)	(0)	(0	1)	0	0
% increase	1			. "	Ĭ	`	- 7			}		
Other Staff of Entitles	- 1	1,3	44	900	1,314	3,17	4 3	174	2,357	7 3,0	07 3,2	
Basic Salaries	- 1	1,5		_	`_	_	-	- [-	Ì		- \
Pension Contributions	- 1		_	_ \	I		-	-	-	1	-	-
Medical Aid Contributions			_	_	_		-	- \		·	-	-
Motor vehicle allowance	1	1	-	_ \	_		_	-	-	·	-	-
Cell phone allowance		1	-	_	_ '	ļ · .	- \	-	-	-	-	-
Housing allowance	1		_	-	_		_		-	1	-	-
Overtime	1		91	126	91] 2	198	298	7	72		278
Performance Bonus				68	284	1	58	58	4	13	50	55
Other benefits or allowances		.	295	35	_0 /	1	_	-		-		_
In-kind benefits		1	700	1004	1,689	3.5	530	3,530	2,4	72 3		,550
Sub Total - Other Staff of Entitles		\	,7001	,094	1,003		0	0		0	0	0
% increase		<u> </u>		(0)		<u> </u>		4740	3,6	30 4	,932	5,225
Total Municipal Entities remuneration		 	,687	2,226	2,910	4,	718	4,718	3,6	100 4	, 1	·

Summary of Personnel Numbers Number Municipal Council and Boards of Municipal Entitles Councillors (Political Office Bearers plus Other Councillors) Board Members of municipal entities Municipal entity employees CEO and Senior Managers Other Managers Professionals	Positions 5								Contract
cilors)	2000	Permanent	Contract	Positions	Permanent	Contract employees	Positions	Permanent employees	employees
cillors)		employees	empioyees				l		
· · ·				u	LC;	ີ່ເລ	(ي)	co	G.
al enduces	. 1 1	- 2	т	0	,				
		_	_	~	-	_		· ·	- 4
		_		7	4	4	4	t 	
Other Managers Professionals	1 1 		- -	1	ı	1		l .	
Professionals	' 	_				1			
		1		 ;		•	ì	1	
Finance				•					
Spatial/fown planning	1								
Information Technology									
Roads	, 								
Electricity									
Water									
Sanitation									
Refuse									
Other									
Technicians		1	1		1				
Finance									
Spatial/town planning	_							_	
Information Technology								_	
Roads	_				_		_		
Electricity	_	_					_	_	
Water	_							_	
Sanitation	_						_		
Refuse	_							_	_
Other	_								
Clerks (Clercal and administrative)		1					1		_
Service and sales workers							_	_	_
Skilled agricultural and fishery workers									_
Craft and related trades	_	1							
Plant and Machine Operators	_				}			11	11
Elementary Occupations		11	11	44		-		· -	1
Total Personnel Numbers		 - -	· -	1				co	9
			9	9	ω.	0 1	-		
	- c		~~		-		-	<u>-</u>	χ-
		<u>_</u>	<u>-</u>	_	_	-	-	•	
headcount	Ţ.	-							

Supporting Tal	ble St	35 Summary	Table SD5 Summary of personnel numbers	numbers						
	- 2		2015/16		mo	Current Year 2016/17	17	Buc	Budget Year 2017/18	
Summary of Personnel Numbers	<u> </u>					Dormanont	Contract	and Hand	Permanent	Contract
Nimher		Positions	Permanent employees	Contract	Positions	employees	employees	Positions	employees	employees
Municipal Council and Boards of Municipal Entitles				<u> </u>	• • •			i i	\r	2
Councillors (Political Office Bearers plus Other Councillors)			6	ιΩ	Ω *	C)		. ·	·	
Board Members of municipal entities	_ -	. –			-	•	_		~	
Municipal entity employees	۲ °	-			·- •	~ ~	7	4	4	4
· CEO and Senior Managers			4	4	4	- i	· 1	-1 -1	t —	1
Other Managers	· 		1	1	l		!	ı	l	l .
Professionals	_	1	۱ 	·	۱ 			ı	•	
Finance		<u> </u>			· -			1	1	
Spatialfown planning										
Information Technology		<u>'</u>								
Roads										
- Electricity	7164	1								
Water	¥									
Sanitation		<u>, </u>								
Refuse										
Offier		, -								
Technicians										
Finance		<u>.</u>						1		
Spatiatlown planning										
Information Technology					_					
Roads			1		í I	ι		_	l	
Electricity										
Wafer		· 						' -	_	
Sanitation									_	
Refuse			-							
Other	_	_								
Clerks (Clerical and administrative)			' -					1		
Service and sales workers			_	1	_					
Skilled agricultural and fishery workers					_	_	· 			1
Craft and related trades			_		' 					
Plant and Machine Operators				-					41	11
Elementary Occupations				11	11		1		1	1
Total Personnel Numbers	1									9
% increase		T.	<u>«</u>	9	9				- -	
Total entity employees headcount		. r			_					
Finance personnel headcount		- 1			-		=	-	-	-
Human Resources personnel headcount	1	-]	-	•						

\$	r-ut- ene bu	Jactor mont	hiv cash and	i revenuelex	penditure								Medium Tern	Medium Term Revenue and Expenditure	Expenditure
ACADU DEVELOPMENT AGENCY - Supporting Table Support	anie one na	nanafir				Budget Year 2017/18	ar 2017/18							Framework	Budget Year
Description		America	Sont	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	+1 2018/19	+2 2019/20
1	Viul.	August											ı	t	1
TUOUSalius											1	1 8	394	347	375
Service charges				7.6	72		27	27	27	27	782	285	8,140	5,950	6,325
Rental of facilities and equipment	27	17.	77 26	285	285	285	285	282	782	 [07		ı		1	
Other revenue	2'000	282	607	} '	1		3	,1	1 070	243	3/2	312	8,460	6,297	6,700
Gains on disposal of PPE			1 17	242	312	312	312	312	312	716					
Total Revenue	5,027	312	312	2											
Expenditure By 1ype	374	374	374	374	3/4	+ 0	. 67	6	g	6	G)	in	3		1
Employee related costs	67	9	G							-					
Remuneration of Board Members	1			1	1					_					
Debt impairment	-	ı	1		1										
Collection costs	· '			2	~										
Depreciation & asset Impairment	_				1							_			
Finance charges				_		-									
Bulk nurchases	1						_		_						
Other materials	1				_										
Outed Historians	1						_		_						
Confracted services			1	***	_	346	_			. 316					
Transfers and grants	316			316							1	1	0 460		
Other expenditure	t						707	707	707	701	704				
Loss on disposal of PPE	102	707	701	701				_			_		_		
Total Expenditure			 -	_			_							50	
								'		' ' -	,	"			'
Capital assets		'	3 5	1	1			\ 	\ \ \			 -			
Total capital expenditure	-	1	5					_		_					
ו סומו בשחומו בעלכו מונה										١ .		2,995	_		
Cash flow	-	1						_				_	5,000	one of	325
Ratepayers and other	_		' _			_		_			_	_			
Grants							_		_			(8,385)		_	
Interest	1								_				· -		
Suppliers, employees and other							_								
Finance charges	-			_			1		 - -		1				
Dividends paid	1					_'	-		1	-					
NET CASH FROMI(USED) OPERATING ACTIVITIES	1	' 	1			ļ			_	-			. 1	1	1
Selfeviener from the control of the	1			ı				_		1					
Decrease (increase) orner nutr-culterin level record		1											_		
Decrease (increase) in non-current investments	_				I				1	1				(00)	ļ
Proceeds on disposal of PPE		1 —										•	ı	(ne)	
Capital assets	'	-	-	(20)						 -	<u> </u>				<u> </u>
NET CASH FROM/(USED) INVESTING ACTIVITIES							_							1	1
Porrowing from terminetinancing/short term													1	_	,
Dominant of homewing	_		1						1	1			1	-	ı
Kepayittelicol bourganing				-	1	1	 -	1	1	1					25.
Inclease in Consultation of Consultation and Inclease in Consultation and Included ACTIVITIES			ı	1						1		-	12	3	
NEI CASH FROM (USED) I WASHE				(20)	_	-			<i>.</i>						
NET INCREASE! (DECREASE) IN CASH HELD	-														

CADU DEVELOPMENT AGENCY - Supportin	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medit	Medium Term Revenue and Expenditure Framework		
Description	[Audited	Audited Outcome	Audited Outcome	Original Budget	Adjuste Budge					
ousands ital expenditure on new assets by asset category	1	Outcome	Outcome	Ottome	Duagec	Jungo	-				
	-	_	_								
<u>astructure</u> Infrastructure - Road transport				-	-	-	-	-	-		
Roads, Pavements & Bridges		-	-	-	1 -		-	-	_		
Storm water		-	-	_	1 :	i	_	_	- 1		
Infrastructure - Electricity	1	-	_	_		l	_	-	-	- -	
Generation	1		_	-		-	-	-	-	- -	
Transmission & Reticulation	İ	_	-	-		-	-	- }	-		
Street Lighling Infrastructure - Water	- 1	-	-	-		-	-	-	-		
Dams & Reservoirs		-	-	-		-	-	-	-	_	
Water purification	-	-	-	-	1	-	-	- [-	_ _	
Reticulation	- [-	_		1	_	_	_	-		
Infrastructure - Sanitation		-		[,]	1	_		-	-		
Reliculation] _	ľ -	.	- \			\	- \	
Sewerage purification			<u> </u>) -	.	-	-	-	-	- -	
Infrastructure - Other Waste Management	-	_	-	-	.	-	-	-	-	-	
Transportation	2	_	-	. -	-	-	-	-	- -		
Gas		_	. -	1	li i	-	-	_	-	_]	
Other	3	-	. -	· ·	-	-)	-		~	Ì	
Community	[·	. \ -	1	-	-	-	-	- [-	
Parks & gardens	- 1	·	- -	- I	-	-		_	_	-	
Sportsfields & stadia		-		1	-	_	-	_	-	-	
Swimming pools		-		- \	_	-	-	-	-	-	
Community halls		1	-	1	-	-	-	- [-	-	
Libraries Recreational facilities			- Ì ·	- \	-	-	- }	-	-	_	
Fire, safety & emergency		1	- \	-	-	1	_	- 1	_	_	
Security and policing	1	1	-	-	- 1	_ [_	_	-	-	
Buses	1	l l		_	-	-	-	-	-	-	
Clinics Museums & Art Galleries				_ -	-	-			-	-	
Cemeteries			- .	-	-	-	-	-	-	-	
Social rental housing	ŀ	1	-	-	-	-	_	_	_	_ \	
Other	1	1	<i>-</i> }	-	-	_ [- j	1	ľ		
United accept		Ì	-	-	-	-	-	-	-		
Heritage assets Buildings	1	ì	-	-	-	_	-	-	-	_ [
Other	l		-	-	-	-		1	ļ		
Investment properties	ļ		-	-	-	-	- •	-	- [<u> </u>	
Housing development	1	ļ	-	-	_	_	-	-	-	-	
Other		ļ	-		\	50	50	50	50	-	
Other assets			20	76	15			-	-	- \	
General vehicles	l		-	-	-		-	-	-	- [
Specialised vehicles	1	ı	-	-	-	-	- \	-	-	-	
Plant & equipment Computers - hardware/equipment	1		20	76	15	50	50	-50	50	_	
Furniture and other office equipment	ŀ	-	-	-	-	-	-	-		_	
Abattoirs			-	-)	-	-	- 1	_	_	- 1	
Markets			_	-	_	_	_	-	-	-	
Civic Land and Buildings		.	-	_ \	-	- [-	-	- \	-	
Other Buildings Other Land			-	-	-	-	-	-	- }	-	
Surplus Assets - (Investment or Inventory)			-	-	- 1	-	~	_	-	<u> </u>	
Other			-	-	~	-	-	-	-		
&t.uttural areas			_	-	_ \	-		-	-	-	
Agricultural assets List sub-class]	- 1	-	-	-	- [<u> </u>	-	-	
			-		-]	-	- }	-	Ì		
Biological access			_	- \	-	-	-	- 1	- 1	-	
Biological assets List sub-class			-	-	-	-	-	-	-	-	
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Internations		1 1	-	-	-	-	-	-	-	-	
Intangibles Computers - software & programming		1 1	-	-	- .	-	_]	-	-	-	
Other (list sub-class)		<u> </u>	-					50	50		
Total capital expenditure on new assets		1	20	76	15	50	50				
Specialised vehicles		+	-	-	-	-	- [-	-	-	
Specialised venicles Refuse			-	-	-	-	-	-	-	-	
Fire		[]	-	-	-	-	_ [- '		-	
Conservancy		1 1	-	-	-	-	- 1	_	-	-	
			-		- 1	- 1	- 1			,	

CACADU DEVELOPMENT AGENCY - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class Medium Term Revenue and Expenditure Current Year 2016/17 2013/14 2014/15 2015/16 Framework Description Budget Year Adjusted Budget Year Budget Year Full Year Audited Audited Original Audited +2 2019/20 +1 2018/19 Budget Forecast 2017/18 Outcome Outcome Outcome Budget R thousands Capital expenditure on renewal of existing assets by asset category <u>Infrastructure</u> _ ... Infrastructure - Road transport _ Roads, Pavements & Bridges _ Storm water .. Infrastructure - Electricity Generation _ Transmission & Reticulation _ Street Lighting Infrastructure - Water .. Dams & Reservoirs ٠_ Water purification _ Reticulation Infrastructure - Sanitation Reticulation _ Sewerage purification _ -infrastructure - Other Waste Management _ _ 2 Transportation _ _ Gas _ 3 Other -Community Parks & gardens Sportsfields & stadia .. Swimming pools --Community halls Libraries Recreational facilities Fire, safety & emergency _ Security and policing _ Ruses ... Clinics _ Museums & Art Galleries Cemeteries ---Social rental housing ----Other _ --Heritage assets Buildings

Other

1	1 1									1
Investment properties		_	-	-	-	-	-	_	_	-
Housing development	1	-			-	_ :	_	-		
Other		i – I	-	-	-	-		-	-	- 1
Other assets			_	_	_	_	_	_		
General vehicles		_	_	_	_	_ :		_ !	_	_
Specialised.vehicles	1		_			_	_	_ '	_	
Plant & equipment	1					_	_	-	-	
Computers - hardware/equipment		_	_		_	_		_		_
Furniture and other office equipment		_ [_ [_	_	_	_	_	-
Abattoirs		l		-						-
Markets		l "	-		_	-	-	-	-	-
Markets Civic Land and Buildings		_ [- 1	-	_	-	-		=	-
-	i	l - i	-	-	-	-	-	-	-	~
Other Buildings		- !	-	-	-	-	-	-	-	-
Other Land	1	ļ -∤	-	, -	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	1	-		-	-	-	-	- -	-	-
Olher		! -	-	-	-	i -	- '	7		l - [
Agricultural assets	'	_	_ !	_	_	. <u>_</u> .			_	
List sub-class		[-	_			_		: I	
	ı	_,	_	_		_		_	-	ļ. <u> </u>
	1	l '1				1		1		j .
Biological assets	1	i -∤	-	_	_		_	-	-	-
List sub-class		-	-	_	_	i -	-		-	- !
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										; I
Intangibles	ļ	-	-	-	-	-	i -	-	-	-
Computers - software & programming Other (list sub-class)	1	1 [_	_	_	1 -	_		• -	- 1
									-	
Total capital expenditure on renewal of existing assets	_ 1_				_	-	_	_	-	
Specialised vehicles		-	-	-	-	-		_	-	- 1
Refuse		-	-	-] -	-	-	-	-	-
Fire		- 1	_	-	-	-	-	-	_	-
Conservancy] -	-	-	-	-	-	-	-	
Ambulances] - 1	-	-	ļ -	i -	-		-	
		- '		•	•		•	•	•	

CACADU DEVELOPMENT AGENCY - Supporting T	Ref	2013/14	2014/15	2015/16		rrent Year 2016		Medium Ten	m Revenue and Framework	
·	1	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 <u>Expenditure on repairs and maintenance by asset category</u>	 									
	1 1		_	_	_	_	_	_ ۔	_	_
<u>Infrastructure</u>										_
Infrastructure - Road transport	1 1	-	-	_	_		,	1 -		_
Roads, Pavements & Bridges		_	-			_	_	_		-
Storm water	Ιi	-	_	-			_	_	_	_
Infrastructure - Electricity			-	-			_	_	٠	
Generation		-	_	-	ł	i -	_	_	_	_
Transmission & Reticulation		-	-	-	-	_	[_	_	_
Street Lighting	'	-	-	_	-	_] _		_
Infrastructure - Water	1	-	-	-	_	-	ì	1 -	-	
Dams & Reservoirs		-	-	-		-	-	_		
Water purification	1	∸	-	-	-	-	-			
Reticulation	1		-	-] -	İ -	-	_	-	
Infrastructure - Sanitation] -		-	-		-	-		-
Reticulation	1	-		-	-	-	-	-	-	"
Sewerage purification .		-	-	-	-	_	-	<u> </u>		-
Infrastructure - Other	1	-	-	-	-	-	-	-	-	-
Waste Management		_	-	-	-	-	-	1 -	-	"
Transportation	2	-	-	-	-	-	-	-	-	-
Gas	1	-	-	-] -	-	-	-	_	1 "
Other	3	j -			-	-	-	-	-	-
Community	1	_	_	_			<u> </u>	-		<u> </u>
Parks & gardens			-	_	-	-	-	1	1	
Sportsfields & stadia	1	-	-	-	-	-	-	·		1
Swimming pools	-	_	-	-	-	-	-	· -	1	
Community halls		-	-	-	-	-	-			* 1
Libraries	-	-	-	-	1 -	-	-		•	ļ
Recreational facilities		-	-	-	-	-		• -		
Fire, safety & emergency	1	-	-	-	-	·	-			- -
Security and policing	- 1	-	-	-				- -	1 .	_
Buses	1	-	-	-	j			· ·		_
Clinics	-	-	-	· -		1		_	` [_
Museums & Art Galleries	- 1	-	· -	• -		Ì	1		-	
Cemeteries		-	• -	- -	- -			- '	-	_
Social rental housing		1 -	· -	L	- -		1	-	_	-
Other		-	• •	٠ -	- -	- •	' '	- '	-	_

11. 11	1				_					
Heritage assets		i -	_	-		1	1	1	ſ	1
Buildings	ŀ		_		1	-	-	-	-	-
Other		-	_			_	-	-	-	
Investment properties	- 1			_	_	_	-	-	_	- 1
Housing development		1 -	-	_	_	_		ľ	1	1
Other	- 1	-	-	1 -	_		-	-	1 -	- 1
		1 -	-	-	· -	1 -		-		-
Other assets		13	22			1		-	-	-
General vehicles	ſ	"		26	25	25	25	25	25	25
Specialised vehicles			_	-	-	-	. –	1 -	-	-
Plant & equipment	ı	1 -	-	-	-	_		_	_	1 -1
Computers - hardware/equipment				_	-	-	_	-	_	_
Furniture and other office equipment	[6				22	22	22	22	I I
Abattoirs		7	10	. 8	3	3	3	3		3
Markets	- 1	-	-	-	_	_			,] 3]
Civic Land and Buildings		-	-	-	_	_	_	_	-	-
Other Buildings		-			- 1		_	_	-	-
Other Land		i -	-	-		_		-	_	-
Surplus Assets - (Investment or Inventory)	ŀ	_	-	_	1 -		_	1	_	l - [
Other	- 1	-	i -	_		_	_	-	-	-
Onia	- 1		-	_					-	-
Agricultural assets	-	1	i	ĺ				-		-
List sub-class	- 1	-	-	_	l –	l – i	_	_	İ	
		_	-	} -		-	_ :	_		-
-		_	-	-			_	_	· -	-
Biological assets	-	i _			[_
List sub-class	!		_	-	-	-	-	_	i _	
	[;	_	_	-	-	-	-	_	- 1	_
he m	1		_	~	-	-	~	-	_	-
Intangibles	[.	_		_	! <u>.</u>	1				
Computers - software & programming Other (list sub-class)	1 1	_ i	_			_	- 1	-	-	-
		-]	_	- [_	-	-	-	-
Total expenditure on repairs and maintenance	_	13	22					-	-	- 1
				26	25	25	25	25	25	25
Specialised vehicles	+									
Refuse		-		-	- [-				
Fire	1 1	-	~	-	-	-	-	_]	_	_
Conservancy		-	-]	-	- }	- }	-	_	_	_]
Ambulances		-	~	- [-	-	-	_	_	-
		- 1	- !	~	-	-	_ [_ [-

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

Vote Description	Ref		m Revenue and Framework	Expenditure		. Forec	asts	
R thousands		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
Capital expenditure					-	-		
List program summary	1	_		_	-	_	-	_
		-	_		-		-	-
•		_		-	-		_	-
•		-		-	_	-	_	
		_			-	-	· -	-
					-		_	_
Total capital expenditure		_	_	_	_	-		_
Future operational costs by vote								
Summarise future operational costs by program	2	_	_	_			_	_
,			_		_		_	
<u> </u>		_	_	_	_	_	_	_
	1	_	_	_	_		1	_
•	1	_	_	_	_	_ '	_	
•		_	_	_	_	_	_	
4			_	_	_	_	٠ ـ	_
Total future operational costs	1	_		_	_	_	_	_
Future revenue by source				· .				
Summarise future revenue implications by revenue source	3							
;	ľ	_	_	_	_	_	_	_
	ŀ				_	_	_	
ŧ		<u> </u>	_		_	_		
'							_	
	1			Ť			_	•
					_	_	_	
		_	_	_	_	_		_
Total future revenue	<u> </u>	-	-	-		-	_	
Net Financial Implications	+	<u> </u>						
Mer Emancial Mibrications	Щ.,	<u> </u>				<u> </u>		

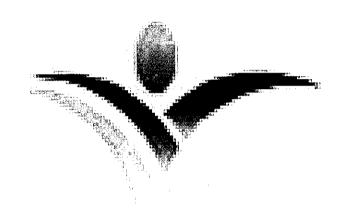
Project Project Project Code Asset Class Project Code Asset Class Project Code Asset Class Project Code Asset Class Project Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Asset Class Code Code Asset Class Code	CACADU DEVELOPMENT AGEN	ಸ -	CACADU DEVELOPWENT AGENCY - Supporting Table SU9 Detailed capital budget	n budger											
Participate Participate	Municipal Vote/Capital project	- B	Program/Project describtion	Project	Goal	Asset Class	Asset Sub-Class	Total Project		71	Medium Term	Revenue and I Framework	Expenditure	Project information	uc
Purple of sequential projects grouped by Phytro Development Phytro Development Phytro Development Phytro Development Phytro Development Phytro Development Phytro Development Phytro Colomey Phytro Colomey Phytro Colomey Phytro Colomey Phytro Colomey Phytro Colomey Phytro Colome Phytro C			,	number	Code 3	2	2	Estimate			Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Ward location	New or renewal
Part Part	R thousands	+					į								
7 2500	Summarise caoital projects grouped by program include major projects separately		- Hydro Dovelopment - Waste Water Recycling - Addo Gateway - 1st People: Tsitsikanına - Airport Somerset East - Grahamstown Ind. Part/ res					<u>uv</u>		•	600 500 600 400 100 300	1 1 1 1 1	1,3 1 1 1 1		•
	Total Capital expenditure	1-							, 	1	2,500	1	1		

CACADU DEVELOPMENT AGENCY - Supporting Table SD10 Long term contracts	Tabl	le SD10 Long	term contrac	sts										
Description	Ref	Preceding f Years	Current Year 2016/17	Medium Terr	Medium Term Revenue and Expenditure Framework	Expenditure	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Contract Value
R thousands		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	2											-		
Contract 1					ı î	ı	ı	1	1	ı	ı	1	ı	1
Contract 2	_				1	1	1	ı	1	1	1	ι	ı	ı
Contract 3 etc			******		ı	ı	1	t	ı		1	1	ı	ı
Total Operating Revenue Implication			1	-	1		_	_		ı	1	ı	1	1
Expenditure Obligation By Contract - Operating	7		-									-		
Contract 1					. '	ı	ı		I	ı	1	1	l	ı
Contract 2					t	I	ı	ı	ı	1	1	1	ı	1
Contract 3 etc					1	ı	1	1	ı	1	1	I	i	,
Total Operating Expenditure Implication		1	ι	t	1	ı	1	1	1	1	1	I	I	1
Expenditure Obligation By Contract - Capital	8								•					
Contract 1					t	1	ı	1	1.	ı	ı	J	ı	1
Contract 2					ı	ı	ı	1	ı	ı	ı	1	1	ı
Contract 3 etc			•		ı	ı	1	1	ı	ı	1	1	ı	1
Total Capital Expenditure Implication		J	1	:	ı	1	1	1	i i	-	1	1	İ	ī
	1													
Total Expenditure Implication		1	1	1	1	i	1	1	ı	:	1	ı	ı	ı

CACADU DEVELOPMENT AGENCY - Supporting Table SD11 External mechanisms

External mechanism Name of organisation	Ref	Period of agreement 1 Years/months	Service provided	Expiry date of service delivery agreement or contract	Monetary value or agreement 2
R thousands		rears/months			
ABSA BANK		60 months	Panking Caminas	00.1 : 00.0	
Rakoma and Associates		27 months	Banking Services Internal Audit Services	30 June 2020 30 June 2017	6 120
\$					
	·-				
					-
			•		

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

Description		2013/14	2014/15	2015/16	С	urrent Year 2016	117	2017/18 Mediu	m Term Revenue Framework	& Expenditure
Description	Ref	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 †	<u> </u>		<u>. </u>	_					-
Date of valuation:										İ
Financial year valuation used	i l									
Municipal by-laws s6 in place? (Y/N)	2	ļ								
Municipal/assistant valuer appointed? (Y/N)	_	İ						i		
Municipal partnership s38 used? (Y/N)	1			İ			ļ			i
No. of assistant valuers (FTE)	3						1		İ	
No. of data collectors (FTE)	3					1	İ			
No, of internal valuers (FTE)	3	!								
No. of external valuers (FTE)	3			•						
No. of additional valuers (FTE)	4			İ			ļ		İ	
- · · ·										
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)	5							İ		
No. of properties	1 1		: 	!					!	İ
No. of sectional title values	5						i			
No. of unreasonably difficult properties s7(2)	i									
No. of supplementary valuations						İ				
No. of valuation roll amendments					Ì					i
No. of objections by rate payers	!		1	I						
No. of appeals by rate payers	1				1		İ			
No. of successful objections	. 8					!	İ			
No. of successful objections > 10%	8									;
Supplementary valuation				ļ						
Public service infrastructure value (Rm)	5		i İ						i	
Municipality owned property value (Rm)							i			
Valuation reductions:	1									
Valuation reductions-public infrastructure (Rm)	i l					Ì				
Valuation reductions-nature reserves/park (Rm)									Į	İ
Valuation reductions-mineral rights (Rm)				i					Ì	
Valuation reductions-R15,000 threshold (Rm)	!				1					
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		· · · · - <u>-</u>	_	_	-	_	-	_	_	-
	_		ļ	i					ļ	
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5					ĺ				
Total market value (Rm)	5				ŀ					i
Rating:										
Residential rate used to determine rate for other					1		i			
categories? (Y/N)						!				
Differential rates used? (Y/N)	. 5				1					!
1	,			ļ	i			r		i
Limit on annual rate increase (s20)? (Y/N)			!						i	
Special rating area used? (Y/N)			Ì		1		ļ			
Phasing-in properties s21 (number)							İ			
Rates policy accompanying budget? (Y/N)	!					İ				ļ
Fixed amount minimum value (R'000)					ļ.					!
Non-residential prescribed ratio s19? (%)	-		ļ	1						
Rate revenue:					1		1	1	į	
Rate revenue budget (R '000)	6				1		;	1		
Rate revenue expected to collect (R'000)	6	'								
Expected cash collection rate (%)	! -	: 						i		
Special rating areas (R'000)	. 7				1					
1 ' '			 		-				i	
Rebates, exemptions - indigent (R'000)							1	1		
Rebates, exemptions - pensioners (R'000)									. [
Rebates, exemptions - bona fide farm. (R'000)						i				1
Rebates, exemptions - other (R'000)	!	I		1	1				I	1
Phase-in reductions/discounts (R'000)		I.	1	1	1	1	1	1		
Total rebates, exemptns, reductins, discs (R'000)								.		

Mining Props. Public benefit organs. National Monumits Protect. Areas ! 8(2)(n) (note | Comm. Land State trust | Section land Formal & Informal Settle. Public Private service infra owned towns Farm props. | State-owned | Muni props. DC10 Sarah Baartman - Supporting Table SA12b Property rates by category (budget year) Bus. & Comm. Not applicable to District Municipality Indust. Resi. Ref တြယ္မ Valuation reductions-public infrastructure (Rm) Valuation reductions-nature reserves/park (Rm) Total rebates, exemptns, reductns, discs (R'000) Is balance rated by uniform rate/variable rate? No. of unreasonably difficult properties s7(2) Valuation reductions-R15,000 threshold (Rm) Rebates, exemptions - bona fide farm. (R'000) Rebates, exemptions - pensioners (R'000) Combination of rating types used? (Y/N) Valuation reductions-mineral rights (Rm) Valuation reductions-public worship (Rm) Rate revenue expected to collect (R'000) No. of appeals by rate-payers finalised Rebates, exemptions - indigent (R'000) Estimated no. of properties not valued Phase-in reductions/discounts (R'000) No. of sectional title property values Rebates, exemptions - other (R'000) Phasing-in properties s21 (number) No. of successful objections > 10% Years since last valuation (select) Method of valuation used (select) Total value of improvements (Rm) No. of valuation roll amendments Expected cash collection rate (%) Description No. of supplementary valuations No. of objections by rate-payers Valuation reductions-other (Rm) Total value used for rating (Rm) Frequency of valuation (select) Supplementary valuation (Rm) No. of appeals by rate-payers Rate revenue budget (R '000) No. of successful objections Special rating areas (R'000) Base of valuation (select) otal valuation reductions: Total market value (Rm) Total land value (Rm) Flat rate used? (Y/N) tuation reductions: No. of properties Average rate

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 European 2016/17 Budget Year +1 Budget Year +2

			Provide description of tariff				Current Year	2017/18 Mediur	n Term Revenue Framework	& Expenditure
	Description	Ref	structure where appropriate	2013/14	2014/15	2015/16	2016/17	Budget Year	Budget Year +1	Budget Year +2
Ŀ							ļ	2017/18	2018/19	2019/20
[Property rates (rale in the Rand)	1					Í			
-	Residential properties		Not applicable to District Municip	ality						
-	Residential properties - vacant land	! i								
-	Formal/informal settlements	i								ŀ
1	Small holdings			i						1
-	Farm properties - used			:						1
-	Farm properties - not used			i						
-	Industrial properties	¦ i		!					. [
-	Business and commercial properties								1	
-	Communal land - residential				i					ļ
-	Communal land - small holdings		! 	i .	l					ŀ
-	Communal land - farm property	i i								i
-	Communal land - business and commercial	į į				1				1
-	Communal land - other			ł			ì			
- 1	State-owned properties									
- 1	Municipal properties				·					
- 1	Public service infrastructure	1								
-	Privately owned towns serviced by the owner									ı
-	State trust land			1						
-1	Restitution and redistribution properties									
	Protected areas	i					i			
	National monuments properties									
	Exemptions, reductions and rebates (Rands)									
- [Residential properties									
	R15 000 threshhold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
-	General residential rebate	į į				,,,,,,,,,	10 000	10 000		15 000
-	Indigent rebate or exemption]		l				1
- {	Pensioners/social grants rebate or exemption			1						
	Temporary relief rebate or exemption									
	Bona fide farmers rebate or exemption					1				
	Other rebates or exemptions	2		1						
	·	-			,					
ł	Water tariffs	1					1			
	Domestic			ĺ]
-	Basic charge/fixed fee (Rands/month)	1			ļ					
- 1	Service point - vacant land (Rends/month)		•							
	Water usage - flat rate tariff (c/kl)				1					
	Water usage - life line tariff		(describe structure)							
	Water usage - Block 1 (c/kl)		(fill in thresholds)							l l
	Water usage - Block 2 (c/kl)	İ	(fill in thresholds)			į	ļ		•	
	Water usage - Block 3 (c/kl)		(fill in thresholds)		i		'			1
-	Water usage - Block 4 (c/kl)		(fill in thresholds)	1					į]
	Other	2		İ						1
	Waste water tariffs									
ļ	Domestic					ļ				
-	Basic charge/fixed fee (Rends/month)			ļ		•				
1	Service point - vacant land (Rends/month)			!						
	Waste water - flat rate tariff (c/k/)			1						
	Volumetric charge - Block 1 (c/kl)		(fill in structure)							ļ į
	Volumetric charge - Block 2 (c/kl)		(fill in structure)		İ]
	Volumetric charge - Block 3 (c/kl)				1					1
	Volumetric charge - Block 5 (c/kl)		(fill in structure) (fill in structure)		Ι,				1	
	Other	2	(mm m sencintal	1						
							[1	1
	Electricity tariffs			1			1			
	Domestic								· ·	
	Basic charge/fixed fee (Rands/month)						1		1	
	Service point - vacant land (Rands/month)	İ			[1		1	
	FBE	1	(how is this targeted?)				1			
	Life-line tariff - meter	1	(describe structure)	-			1	Ì		i
	Life-line tariff - prepaid	1	(describe structure)				1			
	Flat rate tariff - meter (c/kwh)	1	İ	-			1	[1	
	Flat rate tariff - prepaid(c/kwh)						1			
	Meter - IBT Block 1 (c/kwh)	1	(fill in thresholds)				1			[
	Meter - IBT Block 2 (c/kwh)	1	(fill in thresholds)	Ì		-	1			
	Meter - IBT Block 3 (c/kwh)	1	(fill in thresholds)		İ		1			[]
	Meter - IBT Block 4 (c/kwh)	1	(fill in thresholds)				ļ		1	
	Meter - IBT Block 5 (c/kwh)	Į.	(fill in thresholds)		-		1		}	[
	Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)	1	ì	İ	1]	
	Prepaid - IBT Block 2 (c/kwh)	1	(fill in thresholds)	1	!				1	
	Prepaid - IBT Block 3 (c/kwh)	i	(fill in thresholds)	1	1					
	Prepaid - IBT Block 4 (c/kwh)	i	(fill in thresholds)	į				ĺ		ļ
	Prepaid - IBT Block 5 (c/kwh)	1	(fill in thresholds)					ĺ	1	
	Other	2	! 					ĺ] [
	Waste management fariffs	1	!	1						1 1
	Domestic	i	;	1		i		1		
	Street cleaning charge	1	1			ĺ		1		
	Basic charge/fixed fee	1	!					1		
	801 bin - once a week	1						1		
	250) bin - once a week	í	1				1	1		
		!		1	1/29	1	1	I	l	1 1

DC10 Sarah Baartman - Supporting Table		Provide description of tariff			İ	Current Year	2017/18 Mediu	m Term Revenue Framework	& Expenditure
Description	Ref	structure where appropriate	2013/14	2014/15	2015/16	2016/17	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
xemptions, reductions and rebates (Rands)		<u> </u>							
Insert lines as applicable]	i	Not applicable to District Municip	pality			ļ			
					!				
	i					1			
	!	!		!					
					!	ļ			
		ļ							
									į
Water tariffs	i			!					
[Insert blocks as applicable]		(fill in thresholds)			i				
	i I	(fill in thresholds)				ļ			
:		(fill in thresholds)							
		(fill in thresholds)						'	
		(fill in thresholds)			<u> </u>				
		(fill in thresholds)		!					
		(fill in thresholds)							İ
	İ	(fill in thresholds)		1				1	
 		(fill in thresholds) (fill in thresholds)			i				
i •	i	(iii ii ditesiloids)							
Waste water tariffs			İ		İ				Ì
[Insert blocks as applicable]	Ì	(fill in structure)					İ	į	
!		(fill in structure)	ļ						
İ	i	(fill in structure)						l I	
		(fill in structure) (fill in structure)	l İ				İ		
İ		(fill in structure)					1		
!		(fill in structure)					İ		
		(fill in structure)					1	l I	
		(fill in structure)			l				1
				·					
Electricity tariffs		(fill in thresholds)							
[Insert blocks as applicable]		(fill in thresholds)						İ	
		(fill in thresholds)							
!		(fill in thresholds)						İ	
		(fill in thresholds)							
1	ļ	(fill in thresholds)				ľ		i	
		(fill in thresholds)	l İ		İ				Ì
	!	(fill in thresholds)		!			1		
		(fill in thresholds)			j				Ì
		(fill in thresholds)							
		(fill in thresholds)							1
		(fill in thresholds)						-	
		(fill in thresholds)	ļ		l i	I			<u> </u>

DC10 Sarah Baartman - Supporting Table	SA14	Household b	ills			<u> </u>	<u> </u>	<u></u>	. <u> </u>		Eromourark
		2013/14	2014/15	2015/16	Cı	urrent Year 2016	K17	<u> </u> -		ue & Expenditur	
Description	Ref	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	2019/20
Rand/cent	1					<u> </u>					
Monthly Account for Household - 'Middle Income Range'	1			[_					ŀ		
Rates and services charges:	1								l .		ļ
Property rates		Not applicable I	o District Municip	ality			1	1			
Electricity: Basic levy	ļ				Ì	1		1	1		
Electricity: Consumption			ľ	1	l				ł .		
Water: Basic levy		!					1		1		
Water: Consumption					1	1	ļ	N .	1	ŀ	
Sanitation	i				1			ļ.	1		
Refuse removal	l						1				1 1
Other	-				<u> </u>		<u> </u>		 		
sub-to	tal		T. =		-	·] -	- -	· -	1	- -	
VAT on Services	1				L				 	ļ	
Total large household bill:				-	-		1	1	ı	- -	1
% increase/-decrease				. -	. -	.	- .	-	1	- -	'l ⁼
76 IIICTEASE/-UECTEASE			ļ.——	 		+			-		
•	2					l		1			1
Monthly Account for Household - 'Affordable Rang	<u>e'</u> .				İ				1	1	
Rates and services charges:		1		l	l l		ļ	1	1	1	
Property rates	-		1		1	1			1]	
Electricity: Basic levy		ì			1	Į.		ļ			
Electricity: Consumption	- 1		1				1	Ĺ			
. Water: Basic levy	1		1		1	1	1	1	ł		
Water: Consumption					İ	l l		1	1		
Sanitation			1					Ļ			
Refuse removal Other	1				1	1					
sub-t	otal		_			-1 -	-1	-	-	-1 .	-
VAT on Services	Ì		1	1							
Total small household bill:	- 1			-	-	-	-	-1	-	-	_ _
% increase/-decrease	- 1			-	-	-	-	-			
	-+	3		+ -				·	1		
Monthly Account for Household - 'Indigent'	-	٠									
Household receiving free basic services								1		1	
Rates and services charges:	- 1										I
Property rates											
Electricity: Basic levy	ļ				1						
Electricity: Consumption											
Water: Basic levy	1	1	i		1		l	- 1		l	
Water: Consumption			1	ĺ			1		1		
Sanitation	Ì				1			1		}	
Refuse removal	1										1
Other	-		_								
sub	-total		-	-	-	-	-				1
VAT on Services	Ì								<u>-</u> -		
Total small household bill:			-	-	-	-	1	_		_	-
% increase/-decrease	i	1	l l	-	- 1	- 1	-	-1	1	1	

DC10 Sarah Baartman - Supporting Table SA15 Investment particulars by type

Investment tree		2013/14	2014/15	2015/16	Cu	rrent Year 2016/1	7	2017/ 1 8 Mediu	m Term Revenue Framework	& Expenditure
Investment type	Ref	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 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		254,434	254,985	233,205	180,456	180,466	209,294	187,650	175,267	165,431
Municipality sub-total 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	1	254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431
Entities sub-total		-		-	-		_	-,	_	
Consolidated total:		254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431

DC10 Sarah Baartman - Supporting Table SA16 Investment particulars by maturity	A16 Investment partic	sulars by maturify											
investments by Maturity	Ref Period of Investment	t Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed Interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Explry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	investment Top Up	Closing Balance
Name of institution & Investment iD	1 Yrs/Months				:			;				_	
ABSA Bank Standard Bank Nedcor First Rand Insurance	Various Various Various Various Various Various	Fixed Deposit Fixed Deposit Fixed Deposit Fixed Deposit	& & & & & &	Fixed Fixed Fixed Fixed	Various Various Various Various Various	2222	2222	Various Various Various Various	70,822 17,970 49,681 47,567 23,255	6,091 1,545 4,273 4,091 2,000	(13,415) (3,404) (9,410) (9,010) (4,405)		63,498 16,111 44,543 42,648 20,850
o a se a se a se a se a se a se a se a s	-	•	-								(100 644)		187.650
Municipality sub-total									203,234		(tro)(po)	. '	
Entities		·.											
									_				ı
			·										i t
													l
											1	1	_
Entitles sub-total									209,294		(39,644)	1	187,650
TOTAL MANAGEMENT AND AND AND AND AND AND AND AND AND AND													

DC10 Sarah Baartman - Supporting Table SA17 Borrowing 2017/18 Medium Term Revenue & Expenditure 2014/15 2015/16 Current Year 2016/17 2013/14 Borrowing - Categorised by type Framework Budget Year +1 Budget Year +2 Budget Year Audited Audited Audited Original Adjusted Full Year 2017/18 2019/20 2018/19 R thousand Outcome Budget Budget Forecast Outcome Outcome 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 1 Municipality sub-total <u>Entities</u> 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 _ -_ 1 Total Borrowing Unspent Borrowing - Categorised by type Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered slock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities 1 Municipality sub-total 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 1 **Entitles** sub-total 'otal Unspent Borrowing

<u> leferences</u>

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

DC10 Sarah Baartman - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or	
Name of organisation	Mths	Number		contract	R thousand
To be Appointed	Yrs	3	Internal Audit	30 June 2020	1,700
OS Holdings (PTY) Ltd	Yrs	3	Mscoa 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
			•		
· ·					
	Ì		·		
				*	-

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

Description	Ref	2013/14	2014/15	2015/16	Cu	rrent Year 2016/	17	2017/78 Medits	n Term Revenue Framework	e a:xpenditur
R thousand	1	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
epairs and maintenance expenditure by Asset Cla	ss/Sub	-class								
<u>frastructure</u>								-		_
Roads Infrastructure	1		~	-	-		-	· -	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures	1	[_	_	-	-	- [-	-	-	
Road Furniture	1	' - '	-	- '	_	-	-	· -	-	-
Capital Spares			_	_ ,	-	-	-	_	-	-
Storm water Infrastructure		_]	_	_ 1	- 1	_		_	i -	i -
Drainage Collection	1			_			-	_	_	-
Sform water Conveyance		-	_	-	_	_		-	_	_
Attenuation			_			~	_	_	! _	١.
Electrical Infrastructure		_ !	_	l _		_	_			
Power Plants	1		_	_	·	_	_	_	<u> </u>	
HV Substations	-	_				-		_	_	İ .
	1	_		_		_ !	-			
HV Switching Station					_			i		
HV Transmission Conductors			-	-	-	-	-	-	-	,
MV Substations		-		_	-	_	-	. ~	-	-
MV Switching Stations		-	-	-	- :	-	-		i -	-
MV Networks		-	-	-	-	-	-	-	-	' '
LV Networks		-	-	-	-		~	_	-	.
Capital Spares		-	-	-	-	- '	-	-	-	.
Water Supply Infrastructure		_	_	-	-	_	-	-	-	ļ .
Dams and Weirs		-	-	_	! -	_	_	-	_	· .
Bareholes				_			_	_		
Reservoirs		٠ ـ		_			7	_		
	1	_		1				l .		1
Pump Stations	1	-	-	_	-	-	-	-	-	ļ
Water Treatment Works		_	· -	-		-	-	-	-	1
Bulk Mains		-	-	-	-	-	-	-	-	
Distribution		-	-	-	-	-	-	-	-	
Distribution Points		b	_		-	· -		-	\ -	
PRV Stations	1		_	-				-	-	
Capital Spares	1	_	_	-	-	_	- 1		-	
Sanitation Infrastructure		_	_	_	l -	-	l _	1 -	l -	ļ
Pump Station		_	_	_	_	ļ <u> </u>	_	_	_	1
Reliculation		1 -	_	_	_	. <u>-</u>	• -	_	-	
			!			1	•		1	
Waste Water Treatment Works	1	-	_	-	-	-	-	-	-	
Outfall Sewers		-	_	_	-	_	-	"	i -	
Toilet Facilities			-	-	-		-	-	-	
Capital Spares		-		-	-	-	-	-	-	1
Solid Waste Infrastructure		-	-	-	1 -	-	-	-	-	
Lendfill Sites		_	-	-	1 -	-	-	-	-	
Waste Transfer Stations		_		-	_	_			_	1.
Waste Processing Facilities		_	l –	_	1	_	1 -	I -	1 -	
Waste Drop-off Points	i	_	_	_	_	_	1 _	_	_	
Waste Separation Facilities	ĺ	_	_	_	_	_	_	1 _		1
		_			1	1				
Electricity Generation Facilities		_	-	-	1 -	-	-	-	-	1
Capital Spares	.	-	-	-	-	-	-	-	-	1
Rail Infrastructure		-	-	-	-	-	-	-	-	!
Rail Lines	-	-	-	-	-	-	-	-	-	1
Rail Structures	1	-	-	-	-	-	-	-	-	
Raîl Furniture	-	_	-	_	-	-	-	-	-	
Drainage Collection	İ	· -	-	-	-	-	-	-		
Storm water Conveyance		-	-	_	_		_	-	-	Ι.
Attenuetion		-	-	-	_	-	_	-	_	
MV Substations		_	-	_	_	_	_	-	_	
LV Networks		_	_	_	_	_	_	· _	_	
Cepital Spares		1 -	[1 _]	-]	_		1
Coastal Infrastructure		-								
		-	_	-	-			-	-	1
Sand Pumps		~	-	-	_	-	-	-	-	1
Piers		-	-	-		-	-	-	-	1
Revelments		-	-	-	-		_	-	-	1
Promenades		-	-	-	-	_	-	-	-	1
Capital Spares		_	_	_	_	-		-	-	1
Information and Communication Infrastructure		_			_	_	_	_		
Data Centres] [1 -	1 [] _		í
								h		
Core Layers	1	-	_	-	-	-	-	_		
Distribution Layers	Ì	-	-	-	-	-	-	-	-	1
Càpital Spares	(-	_	_		-) –	-	i	1

Community Assets	- [_	_	_ [_	_	_	_ [۱.	_
Community Facilities	-							-		
Halls	i	_ [-	_	_	_	_	_	_
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Clinics/Care Centres		-	-	-	-	- 1	-	-	-	-
Fire/Ambulance Stations]	-	- i	-	-	-		-	-	-
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Airports		-	_	-	-	-	-	-	- !	- }
Taxî Ranks/Bus Termînals			-		(-	-	-	-
Capital Spares		-	-		٠, ١	-		- '	-	-
Sport and Recreation Facilities		_	-	_	_	_	_	_ :		
Indoor Facilities			_	_	_	_	_	_		[
Outdoor Facilities		_ [_	_	_	_	_	_	_	_
Capital Spares		_		_	_ [_ [_		_	. <u>-</u>
Capital operes		***	-	-	_	_	-	_	_	_
Heritage assets		-	_	-	-	i - !	-	-	- '	-
Monuments			-	! -	-	-	-	-	-	-
Historic Buildings	1 1	-				- - }	-	- 1	• -	
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Unimproved Property			_			[_	i -	_	! -
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Other assets	-	424	117	118	1 500	1 500		<u> </u>	<u> </u>	<u>-</u>
Operational Buildings		424	117	118	1 500	1 500	-	-	-	-
Municipal Offices		424	117	118	1 500	1 500				
Pay/Enquiry Points	il	-	-	-	-	-	-	l -	-	-
Building Plan Offices		-	-	-	-	-	-	! -	-	-
Workshops	1 1	-	-	-	-	-	-	-	-	-
Yards			-	-	-	'	_		-	
Stores			-	_	-	-	-			-
Laboratories		_	-	· -	_	_	_	-		-
Training Centres			-	_	_	_	_	_	-	- 1
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R&M as a % of PPE R&M as % Operating Expenditure	<u> 1 </u>	2.2% 0.5%	1.9% 0.4%	2.6% 0,5%	6.1%	2 100	495 0.0%	0.0%	0.0%	710
Zoo's, Marine and Non-biological Animals Total Repairs and Maintenance Expenditure		-	-	-	-		-	-	-	-
Libraries Zoo's, Marine and Non-biological Animals		-	-	-	- -	-	-	-	-	-
Transport Assets Libraries		-	-	-	- -	-	-	- -	- -	-
Machinery and Equipment Machinery and Equipment Yransport Assets		193 193	155 155	321 321	414 414	414 414	413 413	20 520 520	20 550 550	20 580 580
Computer Equipment Furniture and Office Equipment Furniture and Office Equipment		17 7 7	157 46 46	138 50 50	137 50 50	137 50 50	81	91 20	100 20	110 20

Description	Ref	2013/14	2014/15	on by asset c	С	urrent Year 2016	/17	2017/18 Mediu	m Term Revenue	e & Expenditur
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original	Adjusted	Full Year	Budget Year	Framework Budget Year	Budget Year
Depreciation by Asset Class/Sub-class	11		Outcome	Outcome	Budget	Budget	Forecast	2017/18	+1 2018/19	+2 2019/20
Infrastructure ·		_ (_							
Roads infrastructure									_	_
Roads	- 1 - 1	i	_	~]	-	-	_			
Road Structures	1 (ł								
Road Furniture	}		ĺ				i			
Capital Spares -	1 1	}		ŀ		i	•	i i		
Storm water Infrastructure		_		ļ						
Drainage Collection	1 1	_	-	-	-	· - i	-	_	_	_
Storm water Conveyance	11			1					- 1	
Attenuation		1				i		- 1		
Electrical Infrastructure		1				ľ			1	-
Power Plants	1 1	-	-	-]	- 1	- 1				
HV Substations					1			J	}	-
HV Switching Station	1 1				. 1					4
HV Transmission Conductors			1	ľ	- 1		-1	ļ	1	
MV Substations		.				1	ł			
MV Switching Stations					- 1		[
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LV Networks		ļ	.	1	. [ļ.		- 1		
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Capital Spares		. !	1		1			1		
Water Supply Infrastructure		-	_	_ [_	1	ı		i	
Dams and Weirs		ļ		1	7	-	- [-	- !	-
Boreholes	1 1	- 1		ŀ		i	ı			
Reservoirs		1		1	- 1	1		1		
Pump Stations			ì	ŀ	ļ	İ	1		ĺ	
Water Treatment Works		!	.	l	1			- 1		
Bulk Mains			í	ľ	1		- 1		1	
Distribution	1	- 1			1	i	j	1	}	
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Sanitation Infrastructure		1	ļ.	j	i			1	1	
Pump Station		~	~	-	_]		_ !	.	İ	•
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Outfall Seviers	íi	-	!			ĺ	.			
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Solid Waste Infrastructure		- i	- 1	_ 1			1		1	
Landfill Sites	-		1		- 1	-)	-	-	~	-
Waste Transfer Stations		ĺ	ĺ	1				ļ	}	
Waste Processing Facilities	- 1	ł	ļ		1	J	ſ			1
Waste Drop-off Points				1					ľ	
Waste Separation Facilities		- 1			ŀ	1	.	ĺ	-	1.
Electricity Generation Facilities	- 1		i	- 1			1		1	
Capital Spares	- 1				Í			ľ	•	
Rail Infrastructure				1						
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Rail Structures				ľ					_	-
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Storm water Conveyance										- 1
Attenuation	1				}					
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Building Plan Offices Workshops Yards Stores Leboretories Training Centres Manufacturing Plant Depots Capital Spares Housing Staff Housing Social Housing Capital Spares			2/3	221	220	295	295	214	268	284	300
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Biological or Cultivated Assets	1					i				1
Intangible Assets		-	-	_	_ '	_	_	-	_	_
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Licences and Rights		-	-	-		-		-	-	-
Water Rights		i								
Effluent Licenses	'				,	1				
Solid Waste Licenses		l	1			İ				
Computer Software and Applications										1
Load Settlement Software Applications			i							
Unspecified	1									
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		ļ	307	386	408	432
Machinery and Equipment		180	96	92	.445	445	94	118	125	132
Machinery and Equipment		180	96	92	445	445	94	118	125	132
Transport Assets	1	589	595	650	659	659	628	785	833	881
Transport Assets		589	595	650	659	659	626	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 Mediu	m Term Revenue Framework	& Expenditure		· Forec	asts	
R thousand		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
Capital expenditure	1							ļ
Vote 1 - Executive and Council	1	30	-	_	-	-	-	-
Vote 2 - Finance and Corporate Services		906	-	-	-	-	_	_
Vote 3 - Planning and Infrustructrure deveelopment		17	_	-	-	_	_	_
Vote 4 - Health		-	_	- !	· -	-	_	
Vote 5 - Community Services		_	-	_		-	_	_
Vote 6 - Housing	-	-	_	_	_	_	_	-
Vote 7 - Public Safety		59	_	i –	_	_	-	_
Vote 8 - Sport and Recreation		_	_	_	_	_	_	_
Vote 9 - Waste Management		_	_	_	_	_	_	_
Vote 10 - Roads		_	_	_ '	_	_	_	_
Vote 11 - Water	1		_	_	_	_	_	_
Vote 11 - Water Vote 12 - Eletricity		[_	_			_
Vote 13 - Tourism		1		_	_			_
		_	i '	_	_	_	_	_
Vote 14 - [NAME OF VOTE 14]		_	-,		_	_		_
Vote 15 - [NAME OF VOTE 15]		_	_	_	-	_	_	_
List entity summary if applicable								
Total Capital Expenditure		1,012	_	_	<u> </u>	- 1	-	-
Future operational costs by vote	2	i		1				
Vote 1 - Executive and Council	1	_	_	_	_	_ :	_	_
Vote 2 - Finance and Corporate Services			_	_	_	_	_	_
Vote 3 - Planning and Infrustructrure deveelopment		_			_	_		
Vote 4 - Health		_	_		_	_	_	_
Vote 5 - Community Services					<u>.</u>	_ '	_	1
Vote 6 - Housing		_	_		_		_	
		_	_	_	_	_		_
Vote 7 - Public Safety		_	_		_			_
Vote 8 - Sport and Recreation		_		-	_	_	-	_
Vote 9 - Waste Management		_	_	_	_	_	_	_
Vote 10 - Roads		-	-	_	-	_	_	_
Vote 11 - Water		_	_	_	-	-	-	_
Vote 12 - Eletricity		-		-	_	-	-	_
Vote 13 - Tourism		-	-	-	_	-	-	-
Vote 14 - [NAME OF VOTE 14]	1	-	_	-	_	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	_	-		_	-	
List entity summary if applicable		_	_	-	-		-	_
Total future operational costs	ļ			_	_	_	_	-
•	1							
Future revenue by source	3		İ		1			
Property rates	İ	_	_	-	_		_	_
Service charges - electricity revenue		_	_	_	_	·	_	_
Service charges - water revenue		·-	_	_	_	_	-	_
Service charges - sanitation revenue	1	-	_	_	-	_	_	_
Service charges - refuse revenue		_	_	-	_		_	_
Service charges - other		-	_	_	-	-	_	-
Rental of facilities and equipment		-	_	-	-	-	-	-
List other revenues sources if applicable				_	-	_	-	_
List entity summary if applicable			-	_	_	_	-	_
Total future revenue	1			_	_	_	_	_
	-	1,012		 - · -				†····

DC10 Sarah Baartman - Supporting Table SA36 Consolidated detailed capital budget	ble SA36 Consolidated detailed	capital budget											
Municipal Vote/Capital project Ref			Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates		Prior year outcomes		2017/18 Medium Term Revenue & Expenditure Framework	renue & Expenditure	Project information	
R thousand 4	Program/Project description	Project Goal number code		rs .	n	LOS	Total Project Estimate	Audited Outcome 2015/16	Current Year 2016/17 Full Year Forecast	Budget Year Budget Year +1 2017/18 2018/19	Budget Year +1. Budget Year +2 2018/19 2019/20	Ward location New or	New or renewal
Parent municipality: List all capital projects grouped by Municipal Vote The District Manicipality does not have any Capital Projects which would result in the capitalisation of infrastructural assets. All assets budgeded for is for coordional use and is cateroroised as PPE	मेर ia Projects which would result in the c	abitalisation of Infras	structural assets. All assets budgeted	for is for operational use and is catero	—— BPE								-
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Parent Capital expenditure										t	1		
Entitles: List all capital projects grouped by Entity													
Entiry A											_		
Entity B Electricity project B													
													••
Entity Capital expenditure								1	1	1	1		
Total Capital expenditure								,	1	1	-		
References 1. Must resonate with Budgeted Capital Expenditure 2. As per Table SA34 3. As now Table SA34						·							
4. Projects that telf above the threshold values applicable to the municipalty as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be fisted individually. Other projects by programme by Vole 5. Cerrect to seconds. Provide a logical starting point on networked infrastructure.	aable to the municipality as identified in reg. Lon networked infrastructure.	gulation 13 of the Muni	icipal Budget and Reporting Regulations n	rrust be listed individually. Other projects	s by programme by Vole								
Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13	ection 19(1)(b) and MRRR Regulation 13						Check	1					

DC10 Sarah Baartman - Supporting Table SA37 Consolidated projects delayed from previous financial year/s	able SA37 C	onsolidated projects delayed fro	om previous	financial year/s		į						-
	Ref.						Previous target	Current Year 2016/17	ar 2016/17	2017/18 Mediur	2017/18 Modium Term Revenue & Expenditure Framework	& Expenditure
Municipal Vote/Capital project	- 72	Project name	Project number	Asset Class	Asset Sub-Class	GPS co-ordinates	year to complete	Original Budget	Full Year Forecast	Budget Year 2017/18	Budget Year Budget Year +2 2017/18 2018/19 2019/20	Budget Year +2, 2019/20
R thousand							Year					
Parent municipality: List all capital projects grouped by Municipal Vote	- vote			Examples	Examples							-
-					-							
Entities: List all capital projects grouped by Municipal Entity	ntity											
Entity Name The District Municipality does not have any cal	pital projects whi	ch will result in the capitalisation of infrastr	uctural assets. 🖊	ity Name The District Municipality does not have any capital projects which will result in the capitalisation of infrastructural assets. All assets budgeted for is fir operational use and is catergorised as PPE.	s is calengorised as PPE.							
	-											

DC10 Sarah Baartman - Supporting Table SA9 Social, economic and demographic statistics and assumptions	ocial,	economic and demographic statistics and as:	sumptions			2013/14	2014/15	2015/16	Current Year	2017/18 Mediu	2017/18 Medium Term Revenue & Expenditure Framework	& Expenditu
Description of economic indicator	g	Basis of calculation	2001 Census	2007 Survey	2011 Census	Outcome	Outcome	Оисоте	Original Budget	Outcome	Outcome	Оисоте
<u>Deinographics</u> Population Females aged 5 - 14 Males aged 5 - 14 Females aged 15 - 14 Males aged 15 - 34 Males aged 15 - 34		Not applicable to District Municipality										
Monthly household income (no. of households) No income R1 - R1 600 R2 601 - R3 200 R3 201 - R6 400 R6 401 - R12 800 R12 801 - R2 600 R2 501 - R5 1 200 R2 501 - R5 1 200 R3 201 - R5 1 200 R42 801 - R51 200 R40 801 - R51 200 R40 801 - R51 200 R40 801 - R51 200 R40 801 - R51 200	1, 12											
Povarty profiles fno. of households) < R2 060 per household per month Insert description	13			-								
Housenoid/demographics (1000) Number of people in municipal area Number of poor people in municipal area Number of poor besolvds in municipal area Number of poor households in municipal area Definition of poor household (S ne mothly)												:
Housing statistics Formal	₆											
Informal Total number of households Total number of households Owellings provided by municipality Consultance provided by municipality	4		•			,	•	1	•	'	,	
Dwellings provided by provinces Dwellings provided by private sector Total new housing dwellings	ю							1				
Economic Inflation outlook (CPIX) Inflation fundation outlook (CPIX) Inferest rate - borrowing Interest rate - investment Remuneration increases Onsumption growth (Belearbidy)	9											
Consumption grown (water) Collection rates Property tax/service charges Rental of facilities & equipment Interest - external investments Interest - debtars Revenue from agency services	7											,

ANNEXURES

ANNEXURE "A"

		mecoa project Listing - 2017/18		
Project		SCOA Account	Project Budget	
Code		Operational: Typical Work Streams: Development Agency	S,000,000.00	00
ED001	4GENCY	Operational: Typical Work Streams: Agricultural: Assistance	R 400.000.00	8
ED002	AGRICULTURAL SUPPORT	and Support		
		Operational: 1 yptical VVon Susania: Design Construction Assistance to Municipalities: Establishment of Local		5
C C C C	I ED DISTRICT SI IPPORT	Economic Development Body in "Regions"	200,000,000 200,000,000	3
EDOUS		Operational: Typical Work Streams: Community	R 600,000.00	0.
ED004		Deferril Transactions		8
ED005	ESTABLISH PRIVATE PUBLIC SECTOR FOROMS	Operational Typical Work Streams: Strategic Management		
46		and Governance:Municipal Infrastructure Grant (MIG)		
, , , , , , , , , , , , , , , , , , ,		Business Plan	R 50,000.00	3
ED006		Operational: Typical Work Streams: Communication and		5
 FD007	PARTICIPATION IN NUCLEAR ENERGY AND SHALE GAS	Public Participation: Awareness Campaign	20,000,00 20,000,00	3
2				
		Operational:Typical Work Streams:Communication and	R 100,000,000	00
ED009	APPRENTICESHIP PROGRAMME	Operational: Typical Work Streams: Agricultural: Assistance		- ;
(SUPPORT	and Support	R 200,000.00	8
ED010	DISTRICT AGRIFATA TAGGI CAMINE AND GOTO	Operational: Typical Work Streams: Strategic Management	-	
		and Governance: Municipal Infrastructure Grant (MIG)	100 000 00	9
FD011	BUSINESS DEVELOPMENT FORUM	Business Plan	<u>.</u>	3
		Onerational Typical Work Streams: Shared Service Centre	R 200,000.00	00.
FC001	ASSESSMENT OF DISTRICT SHARED SERVICES	Operational: Typical Work Streams: Financial Management		9
EC002	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Grant: Financial Statements	R 250,000.00	00.0
1000				

Project				
Code	Project Description	SCOA Account	Project Budget	et
EC003	RO IMPROVING AUDIT OUTCOMES	Operational: Typical Work Streams: Financial Management Grant: Audit Outcomes	1,2	1,250,000.00
8				
FCOOM	Operational:Typical Work Streams:Strategic Manager Operational:Typical Work Streams:Strategic Manager In the Noternal Pereson	Operational: I ypical Work Streams: Strategic Management and Governance: Communication and Development	œ	50,000.00
000				
		Operational: Typical Work Streams: Strategic Management	۵	טטטטטט
FC005		and Governance: Continuities of allo Development		51,100,600.00
FCUDS	EMPLOYEE RELATED COST	Ocelational infrastructure. North Chimitan and Office		
1 0 1 1		Capital:Non-infrastructure:INew.Furfillule and Office For inment	R 1,0	1,012,000.00
FC007	181	Operational:Municipal Running Cost	R 32,0	32,097,900.00
500		Operational: Typical Work Streams: District Initiatives and		
		Assistance to Municipalities: Assistance to Local		(
14 14	TECHNICAL TOWN PLANNING ASSISTANCE	Municipalities (Capacity Building)	٣	550,000.00
17				
0	SEITH FIGURE OF TOO GOING	Operational:Typical Work Streams:Strategic Management	`	100,000,00
INOOZ		Operational: Typical Work Streams: Expanded Public Works		
INDO3	FPW/P PROJECTS	Programme: Project	٦,(1,000,000.00
200		Operational: Typical Work Streams: Strategic Management		
1N004	DISTRICT WIDE INFRASTRUCTURE	and Governance:Master plan	2	800,000,00
		Operational:Infrastructure Projects:Existing:Upgrading:Roads		
NOOR	RIEBRON FPWP ROADS AND SWATER PH2	Infrastructure:Roads	R 2,(2,000,000.00
NOOR	RELOCATION OF OFFICE	Default Transactions	2	500,000.00
		Operational: Typical Work		
1N007	EHS CONTRIBUTION MUNICIPALITIES	Streams: Environmental: Environmental Health	10,0	10,000,000.00
		Operational:Typical Work	œ	300.000.00
800NI	EHS ASSESSMENT TO TAKE BACK FUNCTION	Default Transactions		190,000.00
BOON	INTR DIMA. ALIENATION OF GLATION FIGGORY			

Project	Project Description	SCOA Account	Project Budget	
				-
		Operational:Maintenance:Non-infrastructure:Preventative Maintenance:Interval Based:Community Assets:Community	R 2,500,00 <u>0.00</u>	00.00
N010	FIRE EQUIPMENT FOR LM	Operational: Typical Work Streams: Capacity Building Training and Development: Development of Fire-fighters	R 400,000.00	00.00
1N011	FIRE IRAINING ASSISTANCE TO EMS	Ovitogram Control international and international control of the c	1 3 3 3 3 3 3 3 3	
	HOLY TO TAKE THE BEAUTION TO THE PROPERTY OF T	Operational: Mainterlaince: Noti-il il asti ucui e: Con como Maintenance: Emergency: Community Assets: Community Facilities: Fire/Ambulance Stations: Civil Structures	R 1,300,000.00	00.00
1N012	KENIONALION OF THE HISTORIAN OF THE HIST	Operational:Maintenance:Non-infrastructure:Corrective Maintenance:Emergency:Other Assets:Operational	İ	
IN013	PATERSON INTERGRATED EMERGENCY CENTRE	Buildings:Training Centres:Buildings	R 1,500,000.00	00.00
148				
		Operational:Maintenance:Non-infrastructure:Preventative		
	OCCUPATIONS TO MINICIPALITIES - EIRE SERVICES	Maintenance: Intel val based: Confinity Assets: Confinition Facilities: Fire/Ambulance Stations: Mechanical Equipment	R 8,500,000.00	00.00
4L0N	CONTRIBUTIONS TO MONOR SETTINGS THE SET STORES	Operational:Non-infrastructure:New:Community		
IN015	FIRE STATION - NDLAMBE	Assets: Community Facilities: Fire/Ambulance Stations	R 600,000.00	00.00
		Operational:Maintenance:Non-infrastructure:Corrective		
		Maintenance: Emergency: Community Assets: Community	1.000.000.00	00.00
IN016	FIRE ASSESSMENT TO TAKE BACK FUNCTION	Pacilities, rile/Allibdialice Stations. Execution 1 delication and Character Communication and		
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	LEDITOATION AND AWRENESS CAMPAIGN	Public Participation: Awareness Campaign	R 200,00	200,000.00
		Operational: Typical Work Streams: Emergency and Disaster	R 500,00	500,000,00
IN018	EMERGENCY CONTENGENCY			
0 0 2	SUADS ROADS	Operational:Infrastructure Projects:Existing:Upgrading:Roads Infrastructure:Roads	R 2,235,000.00	00.00
SIONI	אטרטר טטרטר אטר אטר אטר אטר אטר אטר אטר			

Project			Project Budget	
Code	Project Description	SCOA Account	-Gana pariati	
		Operational:Non-infrastructure:New:Community Assets:Community Facilities:Taxi Ranks/Bus Terminals	R 980,000.00	00.00
IN020	AL	Revenue: Contra Accounts: Revenue Cost of Free	R 750,000.00	00.00
IN021		Revenue: Contra Accounts: Revenue Cost of Free	200.000.000	00.00
IN022	WSA ASSESSMENT TO TAKE BACK FUNCTION	Services:Water Operational: Typical Work Streams:Community		
N023	HOUSING TRANSFER AND BENEFICIARY MANAGEMENT	Development: Housing Projects	300,000.00	00.00
		Operational: Typical work Substitutions and Application Support) Municipalities (Software and Application Support)	R 7,000,000.00	00.00
MM001	SUPPORT OF LINE (NOT DELIVER OF LINE)	Operational: Typical Work Streams: Communication and	300,00	300,000.00
Z00WW 149	PROGRAM FOR LEARNERS	Operational: Typical Work Streams: Functions and	R 150,0	150,000.00
MM003	IMBIZOS AND OUTREACH	Cherational: Typical Work Streams: Local Economic		
 MM004	PUBLIC PARTICIPATION	Development: Public Participation	R 150,0	150,000.00
		Operational: Typical Work Streams: Communication and Public Participation: Mayoral/Executive Mayor Campaigns	R 200,0	200,000.00
COOM	MORAL MEGLIALISM	Operational: Typical Work Streams:Strategic Management	R 200,0	200,000.00
MM006	DEVELOP A COMPREHENSIVE LM SUPPORT STRATEGY	Operational: Typical Work Streams: Strategic Management and Governance: Inter Governmental Relations (IGR)	R 100,C	100,000.00
MM007	REVIEW IGR FORUMS	Operational: Typical Work Streams: Strategic Management and Governance: Strategic Planning: Workshops and	75 /	75 000 00
MM008	STAKEHOLDER MANAGEMENT	Sessions		

Project Code SCOA Account Code Operational: Typical Wonincipal Municipalities (Software Municipal Municipalities (Software Municipal Municipalities (Software Municipal Municipalities (Software Municipal Municipalities (Software Municipal Municipalities (Software Municipal Municipalities (Software Municipal Munic			
SUPPORT TO LMS YOUTH DEVELOPMENT COMMEMORATION DAY CELEBRATION DISABILITY EMPOWERMENT WOMEN EMPOWERMENT DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING		Project Budget	
SUPPORT TO LMS YOUTH DEVELOPMENT COMMEMORATION DAY CELEBRATION DISABILITY EMPOWERMENT WOMEN EMPOWERMENT IMPLEMENTATION OF THE HIV/AIDS PLAN DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Assistance to Local		
YOUTH DEVELOPMENT COMMEMORATION DAY CELEBRATION DISABILITY EMPOWERMENT WOMEN EMPOWERMENT DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES TOURISM MARKETING	Municipalities (Software and Application Support)		1,500,000.00
COMMEMORATION DAY CELEBRATION DISABILITY EMPOWERMENT WOMEN EMPOWERMENT DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Operational: Typical Work Streams: Community Development: Youth Projects: Youth Development		90,000,00
COMMEMORATION DAY CELEBRATION DISABILITY EMPOWERMENT WOMEN EMPOWERMENT IMPLEMENTATION OF THE HIV/AIDS PLAN DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING			00 000 001
DISABILITY EMPOWERMENT WOMEN EMPOWERMENT IMPLEMENTATION OF THE HIV/AIDS PLAN DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING			000.00
WOMEN EMPOWERMENT IMPLEMENTATION OF THE HIV/AIDS PLAN DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Operational: Lypical Work Streams Corillinulity Development: Disability		75,000.00
WOMEN EMPOWERMENT IMPLEMENTATION OF THE HIV/AIDS PLAN DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING			000
IMPLEMENTATION OF THE HIV/AIDS PLAN DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Public Participation:Mayoral/Executive Mayor Campaigns K		90,000,00
DISTRICT WORLD AIDS DAY STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Operational: Typical Work Streams: AIDS/HIV, Tuberculosis and Cancer: Support and Distribution Programmes: Aids/HIV		200,000.00
STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Operational: Typical Work Streams: AIDS/HIV, Tuberculosis	R 100	100,000.00
STRENTHENING STRATEGIC PARTNERSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Operational: Typical Work Streams: Strategic Management	į	
STRENTHENING STRATEGIC PARTIMENSHIPS CREATIVE INDUSTRIES REVIEW TOURISM MASTERPLAN TOURISM MARKETING	and Governance: Strategic Planning: Transformation and Related Matters	R 300	300,000.00
REVIEW TOURISM MASTERPLAN TOURISM MARKETING	Operational: Typical Work Streams: Tourism: Tourism	R 300	300,000.00
REVIEW TOURISM MASTERPLAN TOURISM MARKETING	ypical Work Streams:Tourism:Research on		0000
TOURISM MARKETING		7 40C	400,000.00
	Operational: Typical Work Streams: Tourism: Tourism Projects R	R 750	750,000.00
		R 141.36	141.365,500.00
		-	

Project	Description	SCOA Account	Project Budget	dget
2000	Logar Describing			
Slassified a	Classified as follows in old format:			
				0000
	OPERATIONAL BUDGET		14 14	140,353,500.00
			 œ	1 012 000 00
	CAPITAL BUDGET			2000
				20000
	TOTAL BUDGET		አ 4.	141,365,500.00

PROJECT BUDGET (OLD FORMAT) - 2017/2018

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

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

PROJECTS	<u>AMOUNTS</u>	FUNDING SOURCE
LOCAL ECONOMIC DEVELOPMENT		
AGRICULTURAL SUPPORT LED DISTRICT SUPPORT ESTABLISH PRIVATE PUBLIC SECTOR FORUMS DISTRICT IPP FORUM PARTICIPATION IN NUCLEAR ENERGY AND SHALE GAS APPRENTICESHIP PROGRAMME SMME PROGRAMME DISTRICT AGRIPARK PROGRAMME AND SUPPORT BUSINESS DEVELOPMENT FORUM	400,000 300,000 50,000 50,000 100,000 600,000 200,000 100,000	Revenue Revenue Revenue Revenue Revenue Revenue Accumulated Surplus Revenue Revenue Revenue
TOURISM PROMOTION & DEVELOPMENT		
TOURISM MARKETING TOURISM MASTER PLAN CREATIVE INDUSTRIES	750,000 400,000 300,000 1,450,000	Revenue Accumulated Surplus Revenue
TOTAL: DEPARTMENT : ECONOMIC DEVELOPMENT	8,300,000	
DEPARTMENT: FINANCE AND CORPORATE SERVICES		
FINANCE AND CORPORATE SERVICES		
ASSESSMENT OF DISTRICT SHARED SERVICES	200,000 200,000	Revenue
FINANCIAL ACCOUNTING DIVISION		
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION SUPPORT TO LMS IRO GAMAP IMPLEMENTATION SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	250,000 500,000 750,000 1,500,000	GRANT - FMG Accumulated Surplus - Rollover Revenue
INFORMATION TECHNOLOGY		
ENHANCE TELECOMMUNICATION FACILITIES IN DISTRICT ESTABLISH AN INTRANET	50,000 50,000 100,000	Revenue Revenue
TOTAL:DEPARTMENT: FINANCE AND CORPORATE SERVICES	1,800,000	
TOTAL PROJECT BUDGET	57,155,000	
SUMMARY OF FUNDING	2 122 253	
GRANTS: NATIONAL INFRASTRUCTURE LEVIES REVENUE (EQUITABLE SHARE / INTEREST) ACCUMULATED SURPLUS - ROLLOVER ACCUMULATED SURPLUS	3,485,000 490,000 25,450,000 7,980,000 19,750,000 57,155,000	_ =

Annexure "B"

Mandatory Performance Measures 2016/17

	SBDM
Mandatory Measure % of households with access to basic level of water	*%26
% 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 % of a municipality's budget actually spent on implementing its workplace skills plan	12 out of 16 (75%)
Debt Coverage. Total operating revenue received - operating grants divided by debt servicing	NA
payments Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for	NA
services	

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

Annexure "C"

ANNUAL PERFORMANCE OBJECTIVES BY VOTE - OPERATIONAL MEASURES

-	. -	Cilorido	Key Performance Indicator
Vote	<u> </u>		有多可以 引音等於於於於 一次分子
Fxecutive	Function Executive and	 Oversight of council operations and exercise 	100% of planned Council meetings held
	Council	delegated authority	• 100% of SDBIP (operational and capital
Municipal	Executive and	Ensure the institution is managed iii all ellective and efficient manner*	projects) implemented.
Manager	Council Finance and	Ensure that the Municipality complies with	Zero incidence of repeat exception reports from Lead the control of the
	75	Legislation applicable to it*	multiple vear implementation programmes)
			 Existence of a disaster Management Plan
		 Budgetary control of operating income and expenditure* 	 Income and expenditure variance not to exceed 10%
			noise of a contraction of the contraction
		 Ensure that SBDM is active within the district in 	• Completion of an Investigation into a recognition
	**	which it serves	Completion of the quarterly safety checklist
		 Compliance with OHASA 	Maintenance of the SBDM Capacity building
		 Ensure that capacity of the District is given the district is given. 	strategy
	Planning and	Market SBDM to attract tourism, trade and	 Annual communication plan in place
	Development	investment	
	Performance	Support the implementation of the IDP through	100% of SBDM employees under the porformance Management System
	Management	the performance management of the Institution	 - -
200	Diamina and	Figure that development occurs in the most	• 100% Projects prioritized and funded In
Planning and	Development	logical way possible and in a manner that is in	accordance With the SDF Principles
Development)))	line with the adopted SDF principles	Monitor monetary commitments from social
Economic Development	Planning and Development	Ensure that the growth and development agreement is implemented and used as the	partners as per the GDS agreement
		basis for cooperative district-wide development	

Vote	GFS	Objective	Key Performance illulcator (2017)
	Function		• Delivery of financial statements to OAG on or
Finance and	Finance and	 Compilation of budget and financial stateflielits 	hefore 31 Audust
Corporate	Administration		Annual approved hilddef
Services			Allinai applicate pagge: Allinai applicate pagge: Allinai applicate pagge: Allinai applicate pagge: Allinai applicate pagge: Allinai applicate pagge: Allinai applicate pagge:
		 Ensure that Council finances are well managed 	100% Financial obligations required by which adhered to in accordance with National Treasury
			MFMA implementation priorities
		Engine HR issues are effectively dealt with	100% job descriptions in place
			 Recruitment process completed within 8 weeks
			 Training takes place in accordance with the work
			skills development plan.*
			gs organized within
			working days after service of notice of
			misconduct.
			100% council agendas delivered prior to 7 days
_	Executive and	Ensure decision makers receive mismage	of meeting
	Council		

* 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 DIS				
•	CAPITAL BUD		·		
Department/Division	Asset Type	Qty	Unit Cost	Total cost Fu	inding Source
CUTIVE AND COUNCIL - GFS					
					•
FFICE OF THE MAYOR					
COUNCIL EXPENSES	Office Equipment	1 1	3,000	3,000 /	ecumulated Surplus
Bar - fridge Swivel chair	Furniture and Fittings	2	3,500		secumulated Surplus
Filing Cabinet	Furniture and Fittings		10,000	10,000 }	secundiated Surplus
		1		20,000	
		1		20,000	
OTAL VOTE : OFFICE OF MAYOR		1 1	Γ	·	
OFFICE OF THE MUNICIPAL MANA	GER	1.		Ì	
MANAGEMENT			10.000	10,000	Accumulated Surplus
Filling Cabinet	Furniture and Fittings	1 1 -	10,000	10,000	Teeminated Sarpino
			F	10,000	
TOTAL TIONS OF STREET	DAI MANACED	1		10,000	
TOTAL VOTE : OFFICE OF MUNICI				30,000	
OTAL: EXECUTIVE AND COUNCIL	- GFS		-	30,000	
INANCE AND ADMINISTRATION - C	GFS .				
DEPARTMENT : FINANCE AND CO	KYUKA I E SEKVICES				
		1			
CORPORATE SERVICES				.	
MANAGER: CORPORATE SERVI	CES Fishings	1	6,000	6,000	Accumulated Surplus
Desk	Furniture and Fittings Furniture and Fittings	1	3,500	3,500	Accumulated Surplus
SWIVELENAN				9,500	
			Ī		
PEOPLE MANAGEMENT			6,000	6 000	Accumulated Surplus
Desk	Furniture and Fittings Furniture and Fittings	2	1,500	3,000	Accumulated Surplus
Vistor chair Swivel chair	Furniture and Fittings		2,500 10,000	2,500	Accumulated Surplus Accumulated Surplus
Recording Device	Office equipment		10,000	10,000	71000
			-	21,500	
ARCHIVES				7,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	2	3,500 5,000	5,000	Accumulated Surplus
Fax Machine Electronic Heavy Duty Punch	Office equipment Office equipment		8,000	8,000	Accumulated Surplus
Electionis Floary Body Latter			}	20,000	-
			Ì		1
TOTAL: CORPORATE SERVIC	ES			51,000	1
FINANCE					
FINANCE		ļ			
PROCUREMENT	Office Equipment	1	5,000	5,000	Accumulated Surplus
Shredder	Contect Examplification			5,000	-
		1			Ä
TOTAL : FINANCE				5,000	<u>) </u>
·	7		•		1
INFORMATION TECHNOLOGY	•	ļ			
	Toesa agricument		200,000	200,00	Accumulated Surplus
IT infrastructure	Office equipment			<u> </u>	
TOTAL : INFORMATION TEC	HNOLOGY			200,00	<u> </u>
		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \			
PROPERTY SERVICES					1
FOTATES				<u> </u>	<u> </u>
ESTATES Airconditioners	Office equipment	10	15,000 500,000		
Building refurbishment	Office equipment	1	300,000		
TOTAL: PROPERTY SERVICE	s			650,00	00
TOTAL PROPERTY SERVICE					

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
Department Division					
	CTG	İ	- 1		
LANNING AND DEVELOPMENT	- GFS				
DEPARTMENT : PLANNING ANI	D INFRASTRUCTURE DEVELOPMENT			ı	
PROJECT MANAGEMENT]			
Swivel chairs X 2	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Shredder	Office Equipment	1 1	5,000	5,000	Accumulated Surplus
Filing Cabinet	Furniture and Fittings	1	5,000	5,000	Accumulated Surplus
			<u> </u>		
		,]		17,000	
DISASTER MANAGEMENT			8,000	48,000	Accumulated Surplus
Camera x 6	Office Equipment	6	11,000	11,000	Accumulated Surplus
Data Projector	Office Equipment		11,000	11,000	1 total and a supres
			ŀ	59,000	
		1	ţ		
					
VOTE TOTAL : DEPARTMENT :	: PLANNING AND INFRASTRUCTURE DEVE	LOPMENT	ļ	76,000	<u> </u>
•				=< 000	
TOTAL : PLANNING AND INFRA	STRUCTURE DEVELOPMENT - GFS		ŀ	76,000	1
					
-		l l			
			i 1	1,012,000	
Total Capital Budget		ļ .			
FUNDING OF CAPITAL BUDGET		\			
TOTAL OF CHILITIES SOUTH					<u> </u>
SBDM - Accumulated Profits				1,012,000	
				1,012,000	J
		1	1	1,012,000	

			ANNE	XURE "F"
	TARIFFS 2017/2018			
COMPUTERISED INFORMATION				
1.1 Computer Prints - per eyeline pag	ge	Ъ	each	R 4.00
1.2 Computer Disks				R 280.00
1.2.1 Basic service fee		b b	each each	R 10.00
1.2.2 Price per record (Inclusive of the pri	ce of the floppy disk)	U	Cacii	
FAXES				
2.1 Cost of transmitting fax - per page	pre.	ь	each	R 2.00
2.2 Cost of receiving fax - per page	54	b	each	R 2.00
INTEREST RATE				
3.1 Standard Rate of Interest means percent higher than the rate of in its bank in respect of an overdra	nterest payable by a Council to	a		
PHOTOCOPIES		ь	each	R 2.0
A3 A4		ь	each	R 1.0
5 PARKING				
Private (Staff)				D.40.0
Standard Bank		ь	each	R 40.0
6 <u>ESTATES</u>				
6.1 Rental - Internal		b	per m²	R 75.0
	As per negotiated lease agreements	ь		
6.2 Rental - External	agreements		·	
BID DOCUMENTS				5.400
7.1 Bid document Administration	Fee - 80/20 PPP	b	each	R 100. R 250.
7.2 Bid document Administration	Fee - 90/10 PPP	ь	each .	R 250.
8 GEOGRAPHICAL INFORMATIO	N SYSTEM			
8.1 ArcGIS Drawings		b	each	R 15
A4		b	each	R 25
A3 A2		b	each	R 40
A2 A1		b	each	R 60
A0		ъ	each	R 85
8.2 Aerial Photo		ь	each	R 30
A4		b	each	R 50
A3		b	each	R 80
				R 95
A2 A1		b	each	R 150

9 ENVIRONMENTAL HEALTH

9.1 Certificate of Acceptability

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 Tarriff is standard rated and VAT inclusive

		Draft 20 Jun 2018 Target	Final District Wide Infrastructure Plan completed	Final Report submitted for adoption by Ndlambe Local Municipality	Practical Completion of the works	Road Condition Assessments	Completion of 500m paving of road
	Milestones	Draff 31 Mar 2018 Talgel	Draft District Wide Infrastructure Plan completed	Public Participation completed	Commences	Infrastructure Inventory Maintenance Planning Verification, Bridge complete and complete and RAssessment Reports & Completion of Asset RCAM Classification Registers completed and Maintenance Planning in progress	Construction progressing
	Performance Milestones	Draft 31 Dec 2017	Data collection completed			Infrastructure Inventory Maintenance Planning Verification, Bridge complete and Assessment Reports & Compilation of Asset RCAM Classification Registers completed and Maintenance Planning in progress	Construction
017/18		Draft 30 Sep 2017 Target	Data on Infrastructural Inneeds for the next 10 years collected from LM's	Submission of Issues Report	Bid document complete Appointment of a for procurement service provider for procurement	Infrastructure Inventory Venification, Bridge Assessment Reports, RCAM Classification and Maintenance Planning commences	Appointment of service Construction providers for material commences and construction
SARAH BAARTMAN DISTRICT MUNICIPALITY: DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2017/18		Draft 2017/18 R's	R 800,000	R 550,000	R 980,000	R 2,235,000	R 2,000,000
RY & BUDGET IMPL		2017/18 Account Number	01 202 78165	01 152 78195	01 154 78255 & 01 202 76164	01 154 75360	01 202 78261
SERVICE DELIVE		67.8	Planning & Development	Pianning & Development	Road Transport	Roads	Roads
IPALITY: DRAFT		Department	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	n Planning and Infrastructure Services
IN DISTRICT MUNIC		Draff Annual Target 2017/18	Ten year Planning and Infrastructure Plan Infrastructure Developed for SBDM Services	Submission of Final Planning a Report to Ndiambe Infrastuot Local Municipality for Services adoption	Completion of Planning and Ablution facilities and Infrastructure shelters for Inter-City Services Bus Terminal and Taxi Rank completed	Rural Roads Asset Management System Road Condition Assessment for LMs	Construction of 500 of paving of road for Riethron roads& stormwater
SARAH BAARTMA		Dráft Key Performance Indicator		Reviewed Ndlambe Zoning Scheme	Construction of Ablution Tacilities and shelters for Inter- City Bus Terminal in Greaff- Reinet and Taxi Rank completed	Rural Roads Asset Planning and Management System set up for Management System infrastructure SBDM Road Condition Services Assessment for LMs	Upgrading of Rietbron Roads & Construction of 500m Planning and Stormwater (paving) of paving of road for Infrastructure Rietbron roads& Services stormwater
		Project	URE INVESTMENT District Wide Infrastructure Plan Developed Plan Developed	Review and Consolidation For Malante Zoning Scheme Regulations	Construction of a Inter-City Bus Terminal in Graaff- Reinet and Taxi Rank complete	Rural Roads Asset Management System - RRAMS (Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification, Maintenance Planning and Road Condition Assessments completed)	Relbron Roads & Stormwater
		Strategy	DEVELOPMENT PRIORITY 1: INFRASTRUCTURE INVESTMENT To provide costed Appointment of District Wide Infrastructure plans experienced Plan professional team	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPL UMA)	ects	Implementation of road projects as mandated by LMs	
		Objective	DEVELOPMENT PRIOR To provide costed A infrastructure plans e	To promote and co- ordinate integrated in spatial planning in the 19 District	To promote integration Implementation of between spatial transportation projugation and transportation projugation planning and transportation planning to achieve sustainable human Egyllement	To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10km's per amnum over 5 years	

Draft 30-Jun 2018 Target Completion of the Environmental Health Services Assessment	Monitor and Evaluate 7 LM's for improved Financial Management proceess, policies, procedures and internal controls and dealing with specific AG fundings in management letter and assisting with the preparation on the audit plan	100% Implementation of the Enterprise Development programme	4th DST meeling held and 2018/19 Action Plan developed
far 2018 fet Co for co sets, et) S	Provide assistance through 1 training workshops held in Fig GRAP compliance for 7 pp LM's A A A A A A A A A A A A A A A A A A A	50% of programme implemetation of the Enterprise Development programme	2nd DST meeting held 3rd DST meeting held 4. LED Capacity Building Programme Implemented.
Performance Draft 3(1Dec 2017 Target Consultation of Local Municipatities and Stakeholders	Administrative planning and preparation to hold workshop with 7LMs at SBDM	identify 10 SMME's to be developed and supported	
Draft 30 Sep 2017 Target Target Establishment of the Project Stering Committee	NA	Estabilish parterships with SEDA and ECDC on enterprise development (marlinma, agroulture, eneigy and secondary sector)	1st DST meeting hald.
Draft 2017/18 R's R 300,000	R 2,750,000	, R 2,500,000	get R 300,000
2017/18 Account Number	0105578207	01 147 78216	01 147 78189 (budget R 300,000 to be reconfirmed)
GFS Planning & Development	Finance and Admin	G9	LED
Department Department Planning and Infrastructure Services	Finance & Corporate Services	Economic Davelopment	Economic Development
Draft Annual Target 2017718 Environmental Health Services Assessment Complete	Provide assistance through training workshops held in GRAP compliance and new standards by making available financial sumanagement support to deal with issues raised in the LM's AC's management letter	# = k	4 DST meetings are held within the District in all 7 LMs. LED capacity building programmes implemented
Draft Key Performance Indicator Indicator Environmental Health Services Assessment	LM'S Provision of assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes	Combination of 10 SMME's and 10 SMME's and Cooperatives in the District supported in Instrict supported in Instrict in Instrict in Instrict in Instrict in Instrict in Instrict in Instrict in Instrict in Instrict in Inst	4 DST meetings held within the District in all 7 LM's. LED capacity building programmes implemented
Project Project Environmental Health Services Assessment (Recall of Function)	To improve a proporate GRAP Implementation Proving and proving an areagement LMs and proving and proving an areagement LMs.	VELOPMENT Development Support to SMMEs/Cooperatives in the Local Municipalities	Implement DST annual programme/action plan
Strategy Strategy Implementation of Environmental Health Services effectively to all LMs	ORITY 2: CAPACITY BUIL Improve corporate governance systems both in the district and LMs	DEVELCPMENT PRIORITY 3: ECONOMIC DEVELOPMENT Broaden economic Promote Social Development participation and Economy Investment SMMEs/Coop inclusion by the Local Municeasing the number and support to small enterprises by 10%.	Build Government to Government Partnerships
Objective. To effectively monitor and manage environmental health services (EHS) in all the LMs	DEVELOPMENT PRI To improve affectiveness in municipal financial management	DEVELOPMENT PRIC Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%	Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.

Draft 30 Julin 2018 Target Target Participate at Tourism Indaba. Writer Campaign roll out; Plecements of adverts in at least 2 media channels. SLA's signed with the fissivals. Developmental programmes in the si fissivals implemented. Tourism packaging completed	Continuous monitoring and evaluation of the project implementation	Masterplan completed	Aviation Infrastruture Plan completed	Coastal and Marine Strateg completed
ed es	Financial support granted to 5 LM projects implemented	Draft Tourism Masterplan presented to Steering Committee	Draff Aviation Infrastructure Development Plan presented to Steering Committee	Draft Coastal and Marine Strategy presented to Stearing Committee
Performance Draff 31 Dec 2017 Target Target The molement Tourism narkeling Strategy trough Participation at the Caleary show; The Implementation of the molements of donthing Getaway for ocals; Placements of donthing Getaway for ocals; Placements of alvertisments in at east 2 media clannels and conduct summer ampaign. Development of 7 Wonders Tourism Application	Service level Financial support Agreements signed wit granted to 5 LM LTOs/Beneficiaries projects impleme	SLA signed and reviewe of Tourism Master plan commence	SLA signed and development Aviation Infrastructure Plan commenced	SLA signed and development Coastal and Marine Strategy commenced
Draft 30 Sep 2017 Target Target Review and formulate In the Tourism Marketing Ut strategy.	Invite Proposals from LTO's reviewed, evaluated and evaluated and caubmitted to Mayoral Committee for approval	Terms of references completed and Bid advertised	Terms of references completed and Bid advertised	Terms of references completed and Bid advertised
Draft 2017/18/R's R 1,600,000	R 400,000	R 300,000	R 300,000	R 300,000
2017/18 Account Nümber Nümber 10 400 78/24 (Budget li to be re-confiremed)	01 400 78052	01 400 78249		
GFS	Tourism	Tourism	Tourism	Tourism
Department Economic Development	Economic Development	Economic Development	Economic Development	Economic Development
ign sign also dia in for a set	5 LTO's financially and institutionally supported in the District	Tourism Masterplan reviewed	Avation Infrastructur	Coastal and Marine Strategy formulated
Draft Key Performance Indicator Indicator Conduct review and Itemsensation of the fourism Revising strategy for the trict through participation in initions, Placement of dia adverts, producing risening materials, poporting festivals, updating inism package and nducting seasonal mpalgns	To financially and institutionally support at least 5 LTO's in the District upon Mayco approval	Review of the Tourism Masterplan	To dvelop avaiation Avation Infrastructure Economic infrastructure development plan Plan daveloped Developme	Formulation of Coastal and Formulation of the Coastal and Marine Tourism Strategy Marine Tourism Strategy
Tourism Marketing inposes and state of the cool of the	Support to LTOs	Review of the Tourism Masterplan	Development of Aviation Infrastructure Plan	Formulation of Coastal and Marine Tourism strategy
Strategy strategy strategy strategy strategy strategy strategy and and and and mmunicate these two arkets	To recognise multi- stakeholder process in the local governance of tourism	To increase public sector investment in Tourism Infrastructure		To increase domestic and Foreign visitors
Objective Objective To position the District To as a nationally bracegnised bourism brand brand Drand	Countock tourism Caconomic development potential at a local government level	To grow tourism sector's absolute contibution to the	DISTRICT EXCHANGE	

Draft 30 Jun 2018 Target Target Implement 1 Implement 1 Incommended project	from the strategy	valuated	Not Applicable		Training of 15 fire		Construction	Final District Disaster		Final Fire Functionality	Assessment complete
2018	- I	Koodovale. 1 site in Sewenfontein evaluated.	Not Applicable		Training of 15 fire		Appointment of a contractor	Submission of the draft Final District Disaster		Submission of the draft	Fire Functionality Assessment
Performance 13. Dec 2017 1aget gy presented to		d for mers.	Not Applicable		Appointment of a		Bid document complete for procurement	Consultation of Local	Municipalities and Stakeholders commenced	Assessment for Local	Municipalities commenced
Draft 30 Sep 2017 Draft 50 Sep 2017 Draft 50 Sep 2017 Draft Strategy Strate	ejewi	, D	All 400 fee budeante	An 403 life inyuraine standardised	Bid documentation	complete for procurement of service provider	Project designs complete	Appointment of a	service provider	Appointment of a	service provider
Draft Zút 7/1/8 R's R 250,000		Aduliou	000	R 1,300,000	R 600,000		R 7,000,000	R 2,000,000		9 1 000 000	
2017/18 Account Number Number 101400 78341		01 147 78188		01 113 78201	04 143 78134		01 113 78202			 	
Greative Creative	Industries	9		Public Safety	P. blic Cofebr	rubile college	Public Safety	Dublic Cafety	Sales and L	,	Public Safety
7 W	Development	Economic Development		Planning and Infrastructure Services		ining Planning and Infrastructure Services	Planning and Infrastructure Services	1	r Plan Pranning and Infrastructure Services		Planning and Infrastructure Services
Draft Annual Target of 2017168		2 mentorship sites Eactive .		Restoration and standardisation of 400 Fire Hydrants in BCR (195), Dr Beyers Naude (186) and Ndlambe(17)		Fire Fighting Training complete	Construction of Disaster Emergency Centre in Paterson completed	i	District Disaster Plan Complete		Fire Functionality Assessment Complete
	To finalise Creative Industries is stategy for the District Municipality	Mentorship implemented for Emerging Farmers. Monitoring and Evaluation conducted in 2 LM's.		Restoration and Restoration and standardisation of Fire standardisation of Fire standardisation of Hydrants in Ndiambe; BCR and 400 Fire Hydrants in Dr Beyers Naude BCR (199), and Ndiambe(17) and Ndiambe(17)		Training of 15 fire Fighters complete	Palenson Emergency Disaster Centre		District Disaster Plan		Fire Functionality Assessment
	Creative trategy	Agricultural mentorship programme		ND SOCIAL SERVICES Standardisation of Fire Hydrants in the District		Fire Fighting Training	Paterson Emergency Disaster Centre		District Disaster Plan		Fire Functionality Assessment (Recall of Function)
2005 - 2007 - 2005 - 750K	To promote creative arts and talent development	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-skilled of semi-skilled emerging farmers by 10%.		DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES To provide effective Provide fire lighting Standardisation of Fire fire fighting to all LMs capacity Hydrants in the District in the district by 2017 1999			Provide resources		Mitgate disaster risk		
Objective	Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Increase Agricultural Income		DEVELOPMENT PRIO To provide effective fine fighting to all LMs in the district by 2017	, —				To miligate disaster risk		

Taget	Conduct Internal (SBDM) HIV Counselling Testing (HCT) Programme (HCT) Togramme
Milestones Upaft 31 Mar 2016 Target	Support Makana LAC Conduct Internal and DAC (Support in (SBDM) HIV and Development of an (HCT) Programme Operational Plan)
Performance Target	Empowerment Session Hosting of District Support Makana LAC (focussing on sexual Mide Aids Day, 4 Dev and DAC (Support in Grand reproductive health Plans (Community Establishing the LAC and of the productive health Plans (Community Establishing the LAC and Observation of Substance abuse and Development of an Operational Plan) campaign] and HCT GBV, Support drives, 2 Community financially and drives, 2 Community financially and capacitate 2 CBO's DBN and SRV
Draft 30'Sep 2017	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 DEN and SRV
Dreft 2017/18 Rs	R 200,000
2017/18 Account Number	nd 01 034 78243
	Community and Social Service
Taiget Department.	Municipal Manager and sand
Performance Deff Annual 15 deleator	HIV/AIDS Plan timplemented timplemented through, HCT and Door to Door campaign
Draff Key Bertormance Draff Amrual Target Indicator	100% Implementation of the HIV/AIDS Plan in the District
Project	DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT Definition of Towns of the Implementation of the Implementation of the Space of Social Development organisations working of Social Development with OVC's and SBOM on HIV and Author of Space of Spa
Strategy	DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT To integrate and To work closely with Implementation of social Development organisations working Oistrict and Secial Development with OVC's and SEDM on HIV and AIDs on Opplian Programmes annually
anipalq O	DEVELOPMENT PRIORITY 5: INSTITUTO ITO integrate and To work closely synergies operations. DSD and other between Department organisations word Sacial Development, with OVC's and SaDM on HIV and AIDs on Opphan Vulnerable Children Programmes annually

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 Resirct 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



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.
- 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 -

- 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 abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

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5 PERFORMANCE MANAGEMENT SYSTEM

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

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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		
CORÉ OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the	√	25
legislative an 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		<u> </u>
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		Ì
functioning of the municipality		4000′
Total percentage	-	100%

6. EVALUATING PERFORMANCE

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

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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



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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;

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

12. DISPUTE RESOLUTION

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

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- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 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 llizabeth on this the 31 March 2017

AS WITNESSES:	1
1,	EMPLOYEE
2	
AS WITNESSES:	
1	EXECUTIVE MAYOR MAYOR
2	•

Sarah Baartman

DISTRICT MUNICIPALITY Province of the Eastern Cape Previousy Cacala District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Ted Pillay

2016/2017

Municipal Manager

Municipal Managers Office

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PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

	June 2016/2017	100% implementation	100% implementation	Full compliance ito EE Plan targets for 2015/16 and EE Act	R300,000 spent and recorded as a figure and %	Training needs identified at the previous performance review addressed			50% Strategic 100% Strategic decisions implemented (decisions implem
	March 2016/2017	3rd Q SDBIP REPORT submitted to MAYCO and COUNCIL	3rd Q SDBIP REPORT submitted to MAYCO and COUNCIL	Full compliance ito EE 5.Plan targets for 2015/16 and EE Act	VA V	d Training needs identified at the previous performance review addressed		Capacity Building Strategy implemented	50% Strategic decisions implemente
Targets	December 2016/2017	2nd Q SDBIP REPORT submitted to MAYCO and COUNCIL	2nd Q SDBIP REPORT submitted to MAYCO and COUNCIL	Full compliance ito EE Plan targets for 2015/16 and EE Act	Report against plan	Training needs identified Training needs at the previous identified at the performance review previous perfor addressed review address	50% of unit standards achieved	Strategy implemented	NA NA
	September 2016/2017	pue	5.6% 1st Q SDBIP REPORT submitted to MAYCO and COUNCIL	1.6% Full compliance ito EE Plan Full compliance ito EE targets for 2015/16 and Plan targets for 2015/EE Act and EE Act	1,6% NA	1.6% Training needs identified at the previous performance review addressed	2.4% 25% of unit standards achieved	4% Capacity Building Strategy Capacity Building reviewed and Strategy implemented implemented	3.2% NA
2016/2017	of Weighting	Jarter 6.3 Id	ight 8			e with			
	Proof	SDBIP que report and Annual Performar Report	t all trained that the second	SBDM EE Plan of	Employee of worksplace skills plan s	Record training accorda the nee		Report	Report
	Annual Target	100% implementation	100% implementation	ND TRANSFORMA 100% Implementation and monitoring of SBDM's EE plan and EE Act as per the targets for	2015/16 100% implementation of employee worksplace skills	plan in place 90% T&D needs f addressed	100% compliance of unit standards achieved		report
	Key Performance Indicator (Project)	ion and SDBIP e and vices	Department Ensure 100% implementation and spending of SDBIP projects in Economic Development Department	KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION General Co-ordinate Ensure compliance, 100% recruitment and implementation and implementation selection monitoring of the and monitoring of processes EE Act and SBDM's EE plan EE plan and EE Act as per the targets for	Ensuring implementation to SBDM's workplace skills plan	C 1	- · - ·	Requirements Review and Implementation of the SBDM Capacity Building Strategy	100% implementation of
	Strategy	KPA 1. BASIC SERVICE DELIVERY General 100% of SDBIP (operational and capital projects) implemented.		PAL INSTITUTIONA Co-ordinate recruitment and selection processes	Training	Render administration support to training and development	Compliance to National Treasury Competency Requirements	Ensure that capacity support to LMs is given priority	
	Objective	KPA 1. BASIC SE General		KPA 2. MUNICIF					

	June 2016/2017	782 jobs evaluated in the SBDM and LM's	Building for CDM secured in Kirkwood	Report against plan		Actual experience within 10%	Quarterly Financial Report	NA	0000T	V.	<i>§</i> / 2017/04/12
	ts March 2016/2017	650 out of 782 job positions evluated in the SBDM and LM's	Progress report on securing of building and submited to Council	Report against plan	Draft budget approved by 31 March	V V	Quarterly Financial Report	NA A	Ψ.	iual 'NA to	K. b. M.
(L	Targets December 2016/2017	NA	Progress report on securing of building and submited to Council	Report against plan	Roll-over budgets received	Projected expenditure within 10%	. Quarterly Financial Report	NA	N A	Submission of an annual 'NA mid-year Financial Sustainability Report to Council	`
PERFORMANCE PLAN: Ted Pillay (Municipal Manager)	September 2016/2017	4%;NA	3.2% Progress report on securing of building and submited to Council	1.6% Branding and communication plan in place	5.6% NA	3.2% NA	2.4% Quarterly Financial Report: Quarterly Financial Report	5.6% Financial Statements idelivered	4% :NA	1.6% NA	
E PLAN: Ted Pill	2016/2017 Proof Weighting		. m	on entation	minutes	ncial	Financial Records	of delivery	Quarterly SDBIP Report and Annual Performance Report	to Council	
PERFORMANC	Annual Target Pr	100% Strategic decisions implemented 782 Job positions Report are evaluated in the SBDM and LM's	Securing of a office Report block in Kirkwood for CDM relocation	•	d budget	ø	Balanced Cash Financ Flow	Delivery of Proof statements by 31 August annually		FSR	Report to Council
	Key Performance Indicator (Project)	taken at Planning 2 ons are in SBDM	and LM's Securing of a building (office b block) for the fr relocation to	an is in	KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT Exercise financial Annual approved Approved	•	e not to 10% of Financial ces to meet	Country Commitments Delivery of financial statements to OAG on or before 31 August		Department Submission of an annual mid-year Financial Sustainability	Report to Council
	Strategy	To ensure implementation of decisions Ensure that Job Evaluation of positions in the	_	KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED) General To implement Ensure annu SBDM's marketing marketing pl	strategy PAL FINANCIAL VJ Fyercise financia	control over SBDM budget Operati		Timeously completion of Financial chamonic ito of	legislation 100% of SDBIP (operational and capital projects) implemented.	To ensure financial sustainability	
	Objective		To establish an SBDM institution to its area of jurisdiction by 2017	KPA 3. LOCAL E General	KPA 4. MUNICI	כיפוופן סי					

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PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

June 2016/2017 1 Successful submission to sector departments/funders	Support Makana LAC and DAC	o Approved IDP by Council	1 100% employees with plans signed and reviewed	NA	4th checklist completed and ald quarterly meeting held in NA	wet Annual report		
s March 2016/2017 1 Successful submission to sector departments/funders	Conduct Internal HCT Programme	Draft IDP submitted to Approved IDP by Council	100% employees with plans signed and reviewed				A Report on progress with American Specification of partnership	How L. d.
	Hosting of District Wide Aids Day, 4 Dev Plans, Support 2 CBO and 1 prevalence and incidence survey	Projects registered on the system	100% employees with 1 plans signed and reviewed	Response provided ito Draft Management letter	2nd checklist completed and quarterly meeting held Response provided to	Draft Management letter	Report on progress wrt partnership	
September 2016/2017 2% 1 Successful submission to sector departments/funders	1.6% Survey in Camdeboo and Hosting of District BCR, 9 Empowerment Aids Day, 4 Dev Session and HCT drives, 4. Support 2 CBO a Community Dialogues on prevalence and GBV and District Policy on incidence survey Mainstreaming	5.6% Analysis phase commenced	4.8% 100% employees with 100% employees plans signed and reviewed plans signed and reviewed	4.8% NA	.8% 1st checklist completed and quarterly meeting held	or before 30 September	1,6% INA	
2016/2017 Proof Weighting Reports/copies of 3	Report	Council minutes	Plans availabe for inspection	t. Clean Audit Report from AG	4 x quarterly meetings	Proof of delivery	Partnership agreement in place and end- year report	
rget nding it as	nissions AIDS Plan lemented ugh, HCT and Campaigns and Isehold surveys	IDP approved by 31 May annually	100% of employees under PMS and reviewed	Clean Audit Report Clean Audit Report from	th ·4 x checklists	Delivered on or before 30 ts September re	Report to Council on the success of partnership	1
ance oject)	departments / possible funders / possible funders 100% Implementation of the HIV/AIDS Plan (MMO00175)	An approved SDF and IDP	Local Municipalities To ensure that the 100% of SBDM's PMS is employees under implemented and the PMS and	Receipt of a Clean A Audit Report	Full compliance with 4 x checklists OHASA	Delivery of consolidated financial statements to OAG on or before 30 September	annually Implementation of Report to Co the partnership on the succe agreement with partnership other minicipalities agreements	
Strategy Lobby for funding		OVC'S n Spatial Development Framework Compliance of 9	Local Municipalities To ensure that the PMS is Implemented and	maintained in concordance with Legislation Exercise financial Receipt of a Control over SBDM Audit Report	Ensure that the Municipality	Legislation	Ensure the ongoing partnership	agreements with
Objective	KPA 5, GOOD GOVERNANCE AN To integrate and To work closel synergise operations with DSD and between Department of organizations Social Development	and SBDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually General						

PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

	June 2016/2017	Report against plan	_	NΑ	100% controls in place 100% controls in place to counter risks	100% compliance to policy	100% Council Resolutions Implemented		s 100% of CwC at LM's
22	March 2016/2017	Report against plan	f 100% implementation of all relevant legislation and regulations		100% controls in plac to counter risks	100% compliance to policy	100% Council Resolutions implemented	100% implementation of 100% implementation Back 2 Basics Plan of Back 2 Basics Plan	100% of CwC at LM's
Targets	December 2016/2017	Report against plan	100% implementation of 100% implementation all relevant legislation of all relevant and regulations regulations	Response provided ito Draft Management letter	100% controls in place to counter risks	100% compliance to policy	, 100% Council Resolutions implemented	100% implementation (Back 2 Basics Plan	100% of CwC at LM's
	September 2016/2017	1.6% Report against plan	1.6% 100% implementation of all relevant legislation and regulations	1.6% NA	4% 100% controls in place to counter risks	3.2% 100% compliance to policy	3.2% 100% Council Resolutions 100% Council implemented implemented implemented	1.6% 100% implementation of Back 2 Basics Plan	1.6% 100% of CwC at LM's
2016/2017	Weighting		1,	ਜ਼		m	ĸ	1	
:	Proof	Quarterly report on implementation	Legislation and Regulations checklist	Internal Audit reports and AG Reports	Internal Audit reports	Internal and External Audit Reports	Report on implementation of Council	Resolutions Report	Report to Mayoral Committee
:	Annual Target	100% implementation of SBDM's communication	strategy plan 100% implementation of all relevant legislation and	regulations 100% compliance to internal controls	100% controls in place to manage risks	o 100% compliance	100% Council Resolutions implemented		ran issues 100% monitoring of the implementation CwC operations by the
	Key Performance Indicator (Project)	Ensure conformance 100% to SBDM's communication SBDM's represent of SBDM's comm	100% implementation of all relevant legislation and	regulations No Exceptions raised in Internal and External Audit	Reports Ensure that sufficient and effective controls		and Wasserul Expenditure Policy 100% Implementation of Council Resolutions	100% implementation of the Back 2 Basics	Plan of SBDM To ensure the monitoring of the implementation of operations of the CwC programme by the Provincial Office
	Strategy	other municipalities Communication and continuous improvement	State y Compliant 100% municipality all releases legisla		Risk Management	Exercises budget control in order to prevent over/unauthorized	expenditure. To ensure effective Council	recurses administration To ensure effective and efficient service	delivery Rural connectivity infrastructure particularly broadband and mobile phones access
	Objective								Improving connectivity infrastructure in all nine local municipalities

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2017/04/12

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

June 2016/2017		Displays standard aligned to that recommended in the MSA competency guidelines				grecommended in the MSA competency guidelines
	March 2016/2017	Evidence of achievement / Evidence of achievement / working towards the standard working towards the standard	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines			
Targets	December 2016/2017	Evidence of achievement / working towards the standard		# 25 T 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		Evidence of active ment of working towards the standard recommended in the MSA competency guidelines
2007/2007	Weighting September 2016/2017	20% Evidence of achievement / working towards the standard	20% Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	20% Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	20% Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	20% Evidence of achievement / working towards the standard recommended in the MSA competency guidelines
	Proof	Evidence of standard achieved as documented in a written report	Evidence of standard achieved as documented in a written report	Evidence of standard achieved as documented in a written report.	Evidence of standard A achieved as documented in a written report	Evidence of standard A achieved as documented in a written report
	Annual Target	Displays standard aligned Evidence of standard to that recommended in achieved as the MSA competency documented in a guidelines written report	Displays standard Evidence of recommended in the MSA achieved as competency guidelines documented written repo	Displays standard Evidence of recommended in the MSA achieved as competency guidelines documented withen repo	Displays standard Evidence of recommended in the MSA achieved competency guidelines written repo	Displays standard Evidence of srecommended in the MSA achieved as competency guidelines documented written repo
	Core Competency Requirement	CCR 1. MANAGERIAL Strategic Capability and Leadership	CCR 2. OCCUPATIONAL Financial Management	People Management and Empowerment	Client orientation and Customer Focus	Interpretation of and implementation within the legislative and national policy frameworks

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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

22 Office of

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.
- 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.

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 abovementioned 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.
- 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.

- 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.
- 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.
- 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 (CCF	R) FOR EMPLOY	/EES
CORE MANAGERIAL COMPETENCIES (CMC)	1	WEIGHT

WEIGHT NOW

CORE COMPETENCY REQUIREMENTS (CCR) F 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	4	15
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the		1
legislative an national policy frameworks		
Knowledge of Performance Management and		ļ
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	- 	35
Fund Management	•	
Application of Strategic Capability and Leadership	√	25
Exceptional and dynamic creativity to improve the functioning of the municipality		74
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

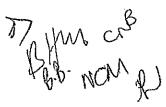
- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide 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
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.	1 2 3 4 5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	



Level	Terminology	Description	Rating 1 2 3 4 5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	. 2 3 . 3
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).



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.
- 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.
- 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 16N/ CUZADEI/Ion this the 2 day of VWY 2016

AS WITNESSES:

2 Renk

EMPLOYEE

AS WITNESSES:

1. <u>Bende</u>

MUNICIPAL MANAGER

Sarah Baartman DISTRICT MUNICIPALITY Province of the Eastern Cape

Previously Cacadu District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Bhekuyise Makedama

2016/2017

194

Director: Infrastructure and Planning

Planning and Infrastructure Services

701K/NG/20

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	Key Performance	F	300	(afector in the contract of t		Tar	Targets	
Strategy	Indicator (Project)	Annual Larget	Proof	weighting	September 2016/2017	i December 2016/2017	March 2016/2017	June 2016/2017
KPA 1. BASIC SERVICE DELIVER	_							
Appointment of experienced professional team	District-Wide Infrastructure Plan Developed (INF00153)	Five year Infrastructure Plan Developed for SBDM	Report	3.5%	3.5% Draft Infrastructure Plan completed	Project 100% Completed	NA	NA
Co-ordinate the Implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Reviewed Makana f Zoning Scheme (INFO01.54)	Draft Regulations and Status Quo Maps Completed	Report	1.8%	1.8% Draft Makana Zoning scheme	Adopted Makana Zoning NA scheme	NA A	NA
To promote Implementation of integration transportation between spatial projects planning and transportation planning to achieve sustainable human settlements	of Construction of Inter-City Bus Terminal in Graaff Reinet complete (INF001.55)	Construction of a Bus Terminus and Taxi Rank completed	Report	2.6%	2.6% Practical Completion of the works	Project 100% Completed	NA A	٩
To provide roads Implementation of infrastructure from roads projects as basic service to a mandated by LMs higher level in key strategic areas for	of Rural Roads Asset Management System set up for SBDM (INF00156)	Rural Roads Asset Management System Installed for SBDM and Its LMs	Report	1.8%	1.8% 50% Roads information on GIS data base	75% of roads Information on GIS data base		100% of roads Information on GIS data base
·	Upgrading of Rietbron Roads & Stormwater (INF00157)	Construction of 500m of Rietbron roads& stormwater	Report	2.6%	2.6% Appointment of a Contractor	50% completed	100% Completed	۷V
	75% Construction of main road in Nomathamsanga complete (INF00158)	75% Construction of Upgrading of main Report main road in road 75% complete. Nomathamsanga complete complete (INF00158)	Report	1.8%	1.8% Construction 75% completed	Construction 100% completed	NA	NA
To promote the Implementation of prevention of air Air Quality pollution and Management Plan degraduation air quality throughout the district.	Implementation of Development of Air Air Quality Quality Management Plan (INF00159)	Air Quality Management Plan Complete	Report	1.8%	1.8% Project 100% Completed NA	MA	NA	NA
To provide support Implementalon of on cleanliness of the waste the towns and management plan townships and to mitigate health risks posed by	Review of Integrated Waste Integrated Waste Makana, Koukamma; Ndlambe; Blue	Review of Integrated Waste Management Plan for Makana, Koukamma; Blue Cane, Odlambe, Crane, Ndlambe,	Report	1.8%	1.8% Project 100% Completed INA	NA .	4	I SHE

Objective Strategy Indicator (Project) Annual larget Proof Weignting Seach landfall site in Carary, Kouga and Store		Tar	Targets	AND WATER OF THE PROPERTY OF T
diffil site in Crane; Kouga and Kouga and SRV (INF00160) de Complete (INF00160) for all LMs (InF00160) strict by (INF00169) Agreements entered (INF00169) Agreements entered (Agreements of all into for LM's for the LM's in place provision of file (Complete Completed in the for LM's for the LM's in place provision of file (Completed in Completed in Completed in Completed in Completed in Completed (Completed in Completed in Completed in Completed in Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed (Completed in Completed in Completed in Completed (Completed in Comple	19 September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
de fighting capacity standardisation of standardisation of Fire Hydrants in 150 Fire Hydrants in 150 Fire Hydrants in 150 Fire Hydrants and Makana and Ndlambe; Kouga in Kouga, Makana and Makana and Ndlambe (INF00169) Agreements entered Agreements of all into for LM's for the LM's in place provision of Fire Services Provide resources Integrated Construction of Emergency Emergency Construction of Emergency Construction of Disaster Risk Establishment of a Proung people as artisans MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMA (INF00173) Training To ensure training 100% of the SBDM area. (INF00174) Training To ensure training 100% of the and development departments of the cent to SDO department of the Control of the SBDM area. (INF00173) Training Training To ensure training the SBDM area. (INF00174) Training Training To ensure training departments T&D takes of the sent to SDO department				SECOND CONTRACTOR CONT
Agreements entered Agreements of all into for LM's for the LM's for the Services Provide resources Integrated Construction of Emergency Emergency Construction of Construction of Emergency Complete (INFO0170) Paterson Emergency Construction of Disaster Centre (INFO0171) Paterson Emergency Construction of Disaster Centre (INFO0173) Paterson Emergency Construction of Disaster Risk (Establishment of Assessment trained team of Young people as artisans (INFO0173) Undertake a Risk Assessment of Gisaster risk and the 9 municipalities the SBDM area. (INFO0173) Undertake a Risk Assessment of disaster risk and the 9 municipalities and development department's T&D takes place in needs identified accordance of the pent to SDO department.	3.5% Appointment of Service Provider	50 Fire Hydrants standardised	50 Fire hydrants standardized	50 Fire hydrants Standardized
Provide resources Integrated Construction of Emergency Response Centre Completed in Completed in Seasonse Centre Completed (INFO0170) Allambe Completed in Emergency centre Complete Cinformation of Disaster Centre Disaster Centre Cinstruction of Disaster Centre (INFO0171) Assessment Establishment of a Training of 15 training deaster risk and disaster risk and disaster risk and disaster risk and the 9 municipalities hazard analysis of the SBDM area. (INFO0173) Undertake a Risk Assessment of disaster risk and the 9 municipalities hazard analysis of the 9 municipalities and development department's T&D takes place in needs identified accordance of the pent to SDO department.	2.6% All Agreements signed	WA	NA	NA
disaster Disaster Risk (Stablishment of a Training of 15 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMA (INFOOT74) Training To ensure training and development departments of the sent to SDO department of a recoverance of the sent to SDO department of a recoverance of the sent to SDO department of the sent to SDO department of the sent to SDO department.	1.8% Construction 75% completed	Completed	NA	NA
disaster Disaster Risk Establishment of a Training of 15 rationed team of young people as artisans (INFODI73) Undertake a Risk Assessment of disaster risk and the 9 municipalities hazard analysis of the SBDM area. (INFODI74) MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMA (INFODI74) Training To ensure training department's T&D takes place in redes identified accordance of the sent to SDO department.	6.1% Tender document and drawings ready for tender	Contractor appointed	25% progress in construction	50% construction in progress
Undertake a RISK Assessment of disaster risk and the 9 municipalities hazard analysis of the 9 municipalities the SBDM area. (INFOD174) MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMA Training To ensure training and development department's T&D takes place in needs identified accordance of the through reviews requirements of the sent to SDO department	.9% 1100% training completed	NA	NA	NA .
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMA Training To ensure training 100% of the and development department's T&D takes place in needs identified accordance of the through reviews requirements of the sent to SDO department	2.6% Assessment Undertaken at 5 Municipalities	Assessment Undertaken Assessment Undertaken NA at 7 Municipalities at 9 Municipalities	Assessment Undertaken at 9 Municipalities	NA
Training To ensure training 100% of the and development department's T&D takes place in needs identified accordance of the through reviews requirements of the sent to SDO department	The state of the s			Week and the second second
	1.8% Training needs identified Training needs at the previous performance review and previous perfor trg information sent to review and trg SDO for further action for further action for further action 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 Review and Evidence of Report on capacity support Implementation of reviewed strategy capacity building to LMs given the CDM Capacity and support to to LM's priority building strategy - LM's Infrastructure Services	7% Reviewed Capacity Building Strategy for Infrastructure Services Developed	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy

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

								?	Ð,	<i>-</i>)	100		nov
		June 2016/2017	50% of unit standards achieved	s 100% Strategic decisions Implemented	Full compliance ito EE Full compliance ito EE Plan targets for 2015/16 Plan targets for 2015/16 and EE Act and EE Act	Building for CDM secured in Kirkwood		1 Successful submission 1 Successful submission to sector to sector departments/funders departments/funders		Within 10% of budget	90% of project budget implemented	,	Washing Adopted in the Adopted in th
g)	Targets	March 2016/2017	45% of unit standards achieved	50% Strategic decisions 100% Strategic implemented decisions Impler		Progress report on 1 securing of building and submited to Council				Within 10% of budget	NA		Draft JDP submitted to Council
Makedama (Director: Infrastructure and Planning) 2016/2017	Ta	December 2016/2017	30% of unit standards achieved	NA	Full compliance ito EE Plan targets for 2015/16 and EE Act	Progress report on securing of building and submited to Council		1 Successful submission to sector departments/funders		Within 10% of budget	Projected expenditure within 10%	10 - 10 - 10 - 10 - 10 - 10 - 10 - 10 -	Consultation completed
Director: Infrastru		September 2016/2017	15% of unit standards achieved	2.6% NA	1.8% Full compliance ito EE Plan targets for 2015/16 and EE Act	6.1% Progress report on securing of building and submited to Council		5.3% 1 Successful submission to sector departments/funders		.9% Within 10% of budget	7% NA		7% Analysis phase commenced
akedama (1 2016/2017		Weighting		2.69	1.8%	6.19		se v		96	7		<u> </u>
	L.	Proof	Reports on unit standards achieved	Report	SBDM EE Plan	Report		Reports/copies of submissions	_	Annual financial statements	Annual financial statements		Council minutes
PERFORMANCE PLAN: Bhekuyise		Annual Target	100% compliance of unit standards achieved	100% Strategic decisions implemented for the Department	100% implementation is and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16			Increased funding or investment as result of submissions and presentations	AGEMENT	Within 10% of budget	90% of project budget implemented	ATION	IDP approved by 31st May annually
PERFOR	Kev Performance	Indicator (Project)	To ensure 100% Compliance to National Treasury Compentency Requirements	•	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	Securing of a building and the development of plans for the construction for the relocation to Kirkwood	PMENT (LED)	4 Successful submissions to sector departments / possible funders for Planning and infrastructure	projects KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Exercise financial Department control over SBDM operating budget within 10%	At least 90% of project budget implemented	KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	An approved IDP
		Strategy	Compliance to National Treasury Competency Requirements	To ensure Implementation of decisions	Co-ordinate recruitment and selection processes	Relocation SBDM offices to Kirkwood	KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)	Lobby for funding	2AL FINANCIAL VI	Exercise financial control over SBDM		OVERNANCE AND	To ensure that the Support LMs on IDPs of the LMs the development are in place and of IDPs
		Objective		~~~		To establish an Relocation SBDM institution to offices to Its area of inrikwood jurisdiction by 2013	KPA 3. LOCAL E	General	KPA 4. MUNICIE	General		KPA 5. GOOD G	To ensure that the IDPs of the LMs are in place and

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

		Key Performance	ŀ	9.00	Metabelen		Tar	Targets	
Objective	Strategy	Indicator (Project)	Annual larger	Proor	weignang	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
are annually reviewed	ndensked/jsk-t	NATI GALVESSA	and the second	~~~		of Constitution (September 1991)	economic es		mail diskrib hangkaling
General	To ensure that the PMS is implemented and maintained in accordance with Legislation	To ensure that the 100% reviews done PMS is and performance implemented and challenges maintained in addressed ito accordance with targets in Performance Plans	100% of indicators achleved	Performance review reports for 4Q's	2,6%	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 itc targets in Performance Plans	100% 2Q reviews done 100% 3Q reviews done and performance and performance challenges addressed ito challenges addressed ito targets in Performance Plans	100% 4Q reviews done and performance o challenges addressed Ito 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 4 x checklists and quarterly meetings minutes of meetings	4 x checklists and minutes of meetings	1.8%	 1st checilst completed and quarterly meeting held1 	2nd chedist completed and quarterly meeting held	3rd chedist completed and quarterly meeting held	4th chedist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to managemen risks in the institution	100% controls in place to manage risks	Internal Audit reports	1.8%	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% compllance to 100% compliance SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.5%	3.5% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant No Exceptions municipality raised in Interr and External A Reports	t No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	1.8% NA	NA NA	Response provided ito Draft Management letter	Response provided ito Receipt of a Clean Audit NA Draft Management letter report and inclusion of same in annual report	. NA
	Exercise financial control over SBDM	Ensuring the 1 Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.4% NA	, NA	Response provided ito Draft Management letter	Response provided ito Receipt of a Clean Audit NA Draft Management letter report and inclusion of same in annual report	. NA
	To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions. implemented partaining to the Department	Report on implementation of Council Resolutions	1,8%	1.8% 100% Council 100% Coun Resolutions implemented Resolutions Implemente	100% Council Resolutions Implemented	100% Council Resolutions Implemented	1,00% Council Resolutions implemented
	To ensure effective and efficient service delivery	100% Implementation of the Back 2 Basics Plan of 1&P	100% implementation of the Back 2 Basics Plan issues for I&P	Report	4,4%	4,4% 1.00% Implementation of 1.00% Implementation Back 2 Basics Plan for of Back 2 Basics Plan figeP	100% Implementation of Back 2 Basics Plan for I&P	100% implementation rof Back 2 Basics Plan fo IRP	100% implementation 100% implementation 100% implementation of Back 2 Basics Plan for for Sack 2 Basics Plan for IRP
		Assist local municipalities in		Council resolutions of	2.6%		and the first section of the f	Draft documents go through various	8 local Municiplaity disaster plans developed

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Bhekuyise Makedama (Director: Infrastructure and Planning) 2016/2017	Annual Towart Paract Mejorithm	איוויימו ומואבר גוססו	Disaster Various local First draft tabled to the First Draft of the other 4 structures of various	Management Plans (Municipalities wrt frorums of 4 (Municipalities tabled in Municipalities	developed their Disaster Municipalities inspective forums	Sugl
ICE PLAN: Bhekuyise N				pement Plans Municipalities wrt	.	Plans
PERFORMANCE PLAN:	Key Performance	Indicator (Project)	Ξ.	<u>.</u>	develt	Cess
	Christoni	(Fananc	Provide capacity to developing their	isaster events in LMs on Disaster disaster plans	Management	referen
	Objective	Onjecuse	To mitigate	disaster events in	all LMs by 2017	

Ö	CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning)	QUIREMENTS (CCR'	s): Bhekuyise 2016/2017	se Makedama (D	irector: Infrastruc	ture and Planning	(
Control Company Dog Grand	Approach (current	jord	Mojabina			Fargets	
core competently requirement	Allitudi Taliyet	בוסח	weigiling	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Displays standard aligned to Evidence of standard that recommended in the MSA lachieved as documented competency guidelines in a written report	Evidence of standard achieved as documented in a written report	16.7%	16.7% 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
Programme and Project Management	Oisplays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	16.7% 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
Strategic Capability and Leadership	Displays standard aligned to Evidence of standard that recommended in the MSA achieved as documented competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	16.7% 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						ar to be an artist and the second sec	
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	16.7%	16.7% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence 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%	12,5% Demonstrated evidence accordingly	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%	12.5% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence 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%	8.3% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

Stand Ball



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

My Service IN

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 -

- 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 abovementioned 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.
- 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.
- 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.
- 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:

CODE MANAGEDIAL COMPETENCIES (STAS)	FOR EMPL	<u> </u>
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Capability and Leadership	4	25
Programme and Project Management	√	25
Financial Management	√	15

CORE COMPETENCY REQUIREMENTS (CCR	FOR EMPLO	YEES
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		<u> </u>
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	-	
Interpretation of and implementation within the legislative an national policy frameworks	√	5
Knowledge of Performance Management and Reporting	1	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	<u>-</u> -	
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage		100%

6. EVALUATING PERFORMANCE

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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



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

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



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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

That the evaluation period be no less than 6 months

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

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

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12. DISPUTE RESOLUTION

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

whose decision shall be final and binding on both parties.

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

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 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.

EMPLOYE

Thus done and signed at 1014 CL 2ABEH on this the 21 day of 2016

AS WITNESSES:

AS WITNESSES:

MUNICIPAL MANAGE

Sarah Baartman
DISTRICT MUNICIPALITY
Trovince of the Eastern Cape
Troviousy Geneta District Numbispality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Pumelelo Kate

2016/2017

Director: Economic Development

Economic Development

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Stratody	Key Performance	Annual Target	Droof	Moinhting		Targets	1 5	
Judicey	Indicator (Project)	Alliwoi iaiget	0001	Weigilmig	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
NSTITUTION	KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	IT AND TRANSFO	RMATION					
Training	Training takes place in accordance with the needs identified through the performance reviews	addressed training in according to the accordance needs identified in Performanthe performance reviews reviews	Record of training in accordance with n Performance reviews	2.3.	2.3% 100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to 100% T&D in accords need of the department need of the department through performance reviews 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		100% compliance Reports on of unit standards standards achieved achieved	Reports on unit standards achieved	2,34	2.3% Remaining unit standards achieved	All unit standards fully completed	NA	NA A
To ensure Implementation of decisions	100% of implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	6.99	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	2,34	2.3% Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance Ito EE Plan targets for 2015/16 and EE Act	Full compilance fto EE Plan targets for 2015/16 and EE Act	Full compliance ito EE Plan targets for 2015/16 and EE Act
MIC DEVE	KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)							
Promote social economy investments	8 SMME and Cooperatives and Business supported. SBDM facilitating an Agri- expo (DEV00162)	4 SMME from LMs Report supported, 4 Cooperatives supported. SBDM facilitating an Agri-expo.	: Report	4. 80.	4.6% Invite proposals from LMs for Coop/SMME support. Select and subnit to MAYCO for approval.	SLA's signed with LMs. Implementation commence. Confirm commitment s 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 Web- based system developed and continually updated	Functional Website in place	Website	2.39	2.3% Develop content	Trade and investment portal finalised	Launch Website	Functional Website in place
Building local and Building regional networks government to and collaboration government through the partnerships creation of partnerships with	4 DST meetings and business outreaches are held. LED capacity bullding	DST plans are implemented.	Report	3.49	3.4% 1 DST meeting held. LED Capacity Building Programme Implemented.	1 DST meeting held . LED Capacity Buiding Programme Implemented.	1 DST meeting held and 1 DST meeting held Progress report submitted to and 2017/18 Action Mayco. LED Capacity Plan developed and Building Implemented and submitted to Mayco progress report submitted to LED Capacity Mayco.	1 DST meeting held and 2017/18 Action Plan developed and submitted to Mayco. LED Capacity

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	710C12017	Building Programme		All LTO funded projects are 100% implemented.	All funded Tourism Infrastructure Development Projects are 100% implemented.	All funded Creative Industries' Projects are 100% implemented.	Mentorship site evaluated and reports submitted to Mayco. DAMAC progress report submitted to Mayco submitted to Mayco
	tts 1	וומוחו לחדה להדה להדה	Additional Placements in at least 2 media channels; Complete concept for Winter Campaign; and print 7 wonders area brochures. The implementation of Monthly Getaway for Locals. Invite proposals from National Arts Festival and Wild fees.	5 LTO projects implemented and monitored	3 LM projects implemented and monitored	3 LM projects implemented and monitored	1 Site evaluated, 1 site monitored, 1 DAMC meeting held
nic Development)	Targets	revenines couples	Implement Tourism marketing Strategy through Participation at the Getaway show; The implementation of Monthly Getaway for Locals; Placements of Advertisements in at least 2 Advertisements and conduct summer campaign. Invite a proposal from National Arts Festival and Wild fees.	Service level Agreements 5 LTO projects signed wit LTOs/Beneficiaries and monitored	Service Level Agreements signed with LM's	Service Level Agreements signed with LM's	Mentorship implemented for emerging farmers. Progress Reports submitted to Mayco. 1 DAMC meeting held
(Director: Economic Development)	Contombor 7016 (7017	Achtenioe Acto	4.6% Review and formulate implementation plan of the Tourism Marketing strategy. Tourism statistics system updated. Tourism packaging.	5.7% Invite Proposals from LTO's reviewed, evaluated and submitted to Mayoral Committee for approval	3.4%, Request for proposals Service Level Agr from LM's as identified in signed with LM's the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	5.7% Request for proposals Service Level Agricon LM's as identified in signed with LM's the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	2.3%, 2 sites are active, operational and monitored . 1 DAMC meeting held
.N : Pumelelo Kate (I	Weighting	4,6% R		5.79	3,49	5.79	2.3%
E PLAN: PL	Proof		Tourism Report marketing strategy reviewed and implemented	east 5 LTO's supported in the District	Report	Report	Report
PERFORMANCE PLA	Annual Target				3 Tourism Infrastructure Development projects supported	3 creative Industries projects supported in the District	3 new mentorship Report sites active and 5 existing mentorship sites mentored and monitored
	Key Performance Indicator (Project)	programme implemented. (DEV00163)	"To conduct review and implementation of tourism marketing strategy (DEV00164)		Tourism Sector Development: 3 Tourism Infrastructure Development projects supported (DEV00166)	To formulate 3 creative Creative Creative Industries Industries strategy for the projects District Supported Municipality, To District Support at least 5 Creative Industries' projects in LMs.	Mentorship implemented for Emerging Farmers and evaluated in 5 LMS (DEV00168)
	Strategy	والمالية المراودة الم	Promote rural tourism and niche services and manufacturing			Create further education opportunities	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-
	Objective	(a) government, (b) the private sector and (c) education / research.	Regenerating at least four core towns as service and economic hubs			Developing skills and education base by increasing the number of semiskilled and skilled by 10%.	Increase Agricultural Income

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			PERFORMANCE PL	CE PLAN : Pu	melelo Kate (C 2016/2017	(Director: Econol	AN:Pumelelo Kate (Director: Economic Development) 2016/2017		MARY beards and derry property and an apparet permanent and appare
Objective	Chrohogus	Key Performance	Accard Ferrant	Drace	Mainhling		Targets		
annafino	Sciency	Indicator (Project)]	1001	Mediumg	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
	skilled emerging farmers by 10%	٠	,			,	The state of the s		
General	Lobby for funding	3, submissions to sector departments / possible funders for Economic Development projects	Increased funding Reports/copies or investment as of submissions result of submissions and presentations	Reports/copies of submissions	%8	8% i submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	NA NA
PA 4. MUNIC	KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	TABILITY AND MA	ANAGEMENT						
General	Exercise financial control over SBDM	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	9.2% NA	NA	Projected expenditure within NA 110%	NA	90% of project budget implemented
PA 5. GOOD	KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	PUBLIC PARTICI	PATION	***************************************	THE RESIDENCE OF STREET, STREE				
General	Ensure that capadity support to LMs is given priority	Implementation of Evidence of the CDM Capacity assistance to building strategy - LM's Economic Development	Evidence of assistance to 9 LM's	Plan and reports	9%8	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
		Implementation of Implementation 2 projects from of project arising partnership with out of partnersh other city municipalities	Implementation of project arising out of partnership	Reports	4.6%	4.6% Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report on Implementation of project arising out of partnership
	To ensure that the Department complies with legislation applicable to it	To ensure that the Completion of the Department OHASA quarterly compiles with safety checklist legislation and Safety applicable to it Standards adhered to	4 x checklists and 4 x checklists 4 quarterly and minutes (meetings meetings	4 x checklists and minutes of meetings	1.1%	1.1% 1st checlist completed and quarterly meeting held1	Znd checlist completed and quarterly meeting held	3rd checlist completed and quarterly meeting held	4th checlist 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%	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 Aud Reports	Internal and External Audit Reports	4.6%	4.6% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	A legally compliant No repeat findings 100% compliance Internal Audit reports and AC (controls Reports and AC)	100% compliance to internal controls	Internal Audit reports and AG Reports	2.3% NA	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and Inclusion of same in annual report	NA (
									**

PERFORMANCE PLA	PERFORM	PERFOR	MAN	CE PLAN: Pu	melelo Kate (I 2016/2017	N: Pumelelo Kate (Director: Economic Development)	nic Development)		a. Walan Harmillo, dhama dhee ma'ey jar barrang aman a . , .
Key Performance		toour Trumps		9001	Minister		Targets	ts	The state of the s
Strategy Indicator (Project) Alinual Target				 0 1	Similar	. September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
and External Audit Reports	and External Audit Reports			Supremore.					
Exercise financial Ensuring the Clean Audit Clean A control over SBDM Department Report Report f	Clean Audit Report	Clean Audit Report	Clear Repo	Clean Audit Report from AG	4.6%;NA	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	۷ ۷
the Receipt of a Clean Audit Report	the Receipt of a Clean Audit Report			,					
100% Council	ਰ	ਰ	Report	Co	2.3%	2.3% 100% Council	100% Council Resolutions	100% Council Resolutions	100% Council
effective Council Implementation of Resolutions implementation Meetings Council implemented of Council	75	75	impleme of Count	intation		Resolutions implemented	implemented	implemented	Resolutions implemented
administration Resolutions partaining to the Resolutions Department	partaining to the Department			SI					
To ensure 100% Report	100%		Report		4.6%	6	100% implementation of	100% implementation of	100%
	Implementation of implementation of	implementation of				k 2 Basics Plan for	Back 2 Basics Plan for ED	Back 2 Basics Plan for ED	Implementation of
efficient service — the Back 2 Basics — the Back 2 Basics — delivery	the Back 2 Basics the Back 2 Basics blan of FD	the Back 2 Basics				<u> </u>			for FD
		partaining to ED		••••	,				
ire that the 100% reviews 100% of	100% of		Performa	nce	2.3%	2.3% 100% of performance	100% 2Q reviews done and	100% 3Q reviews done and	100% 4Q reviews
done and indicators	Indicators		review re	Sports			periormatice challenges	periorinalite triangles	judije alid
Implemented and performance achieved Tor 40's maintained in challenges	achieved		S (75 Jol.)			PMS System and 100%	addressed to targets in Performance Plans	addressed (to targets fit Performance Plans	challennes
	Control of the contro		•••	•		androceed through 10			addressed ito tarnets
M	מחוז הפפת זוה					מחתוביצבת חוויחתוויו זל		for as like	in borformance Diagram
Legislation targets in	Darformance Blanc					reviews			IIII PERIORIRANCE FIANK {
Performance Plans	יבווסווווסוולב רומוז?		٠.,			-			





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







ANNEXURE "K"

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Riaaz R. Lorgat

2016/2017

Director: Finance and Corporate Services

Finance and Corporate Services

		Key					Tar	gets	
Objective	Strategy	Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
PA 1. BAS eneral	complies with		4 x checklists	4 x checklists	.9%	1 checklist	2 checlist	3 checklist	4 checklist
	ICIPAL INSTIT							C	
eneral	recruitment and selection processes	process completed within 12 weeks	100% compliance to the 12 week turn-around time by HR	Log		100% completed	100% completed	100% completed	100% completed
		compliance, implementation and monitoring of the EE Act and SBDM's EE plan		SBDM EE Plan	1.9%	Full compliance ito EE Plan targets for 2015/16 and EE Act	Full compliance Ito EE Plan targets for 2015/16 and EE Act	EE Plan targets for	Full compliance ito EE Plan targets for 2015/16 and EE Act
		implementation and monitoring of the EE Act and SBDM's EE plan	of SBDM's EE plan and EE Act	SBDM EE Plan	1.9%	Full compliance ito EE Plan targets for 2015/16 and EE Act	Full compliance ito EE Plan targets for 2015/16 and EE Act	Full compliance ito EE Plan targets for 2015/16 and EE Act	Full compliance ito EE Plan targets for 2015/16 and EE Act
	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		Proof of completed courses, budget spent aligned to skills development plan		100% Progress and Expenditure in terms of plan		100% Progress and Expenditure in terms of plan	100% Progress and Expenditure in term 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	policiies approved t council
	To ensure that the PMS is implemented and maintained in accordance with Legislation	indicators met by officials		Performance review report (all officials) 4ti quarter		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 PM! 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	100% implementation of decisions for Department taken at Strategic Pianning Sessions		Report	3.7%	o 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	72 Job positions are evaluated in the SBDM and LM's	Report	4.6%	6 NA	NA	50 out of 72 job positions evluated ir the SBDM and LM's	72 jobs evaluated the SBDM and LM's

Objective an SBDM institution to	Strategy	Performance				E .			
		Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	gets March 2016/2017	June 2016/2017
ts area of jurisdiction by 2017		funding for the relocation to Kirkwood	Kirkwood for CDM relocation			securing of funding and submited to Council	securing of funding and submited to Council	securing of funding and submited to Council	securing of funding and submited to Council
······	NICIPAL FINAN		·						
-	governance systems both in the district and LMs	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		1.9%		workshop with 7LM's at SBDM	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	
General	Exercise financial control over SBDM	Preparation of a funded budget	Adopted budget	Adoption by Council	8.3%		Roll-over budgets received	Draft budget tabled	Approved budget by 31 May annually
	unimonal 1 rd	Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of the prescribed framework	before 31 August	Proof of delivery		Statements delivered on or before 31 August	Response provided to Draft Management letter	Final letter included in annual report	
		project budget implemented	90% of project budget implemented	statements	1.9%	NA	Projected expenditure within 10%	NA	90% of project budget implemente
	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	Acheiving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	flow for year	Financial statements	2.8%	NA	NA	NA	Balanced cash flow. Meeting finacial commitments
	Lobby for funding	4 Successful submissions to sector departments / possible funders for Fianance 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	
	D GOVERNAN	E AND PUBLIC	·	**************************************	· · · · · · · · · · · · · · · · · · ·	•			
General	Ensure that capacity support to LMs is given priority		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	consolidated financial statements to	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

		Key			T	017 Targets			
Objective	Strategy	Performance Indicator (Project)	Annual Target	Proof	Weighting	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 ke 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 rlsks	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	Management letter	Receipt of a Clean Audit report and Inclusion of same in annual report	NA
	A legally compliant municipality		100% compliance to internal controls	Internal Audit reports and AG Reports	2.8%	NA	Response provided ito Draft	Receipt of a Clean Audit report and inclusion of same in annual report	NA
. .	Exercises budget control in order to prevent over/ unauthorized expenditure.	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 partaining 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	of the Back 2	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
		of the Back 2 Basics Plan of	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 C	OMPETENCY RE	QUIREMENT	S (CCR's) : R	liaaz R. Lorgat ([2016/2017	Director: Finance	and Corporate S	ervices)	
Core Competency	· ·		Weighting	Targets				
Requirement	Annual Target	Proof		September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017	
CCR 1. MANAGERIAI	-						3-aanaanaanaanaanaanaanaanaanaanaanaanaan	
and Leadership		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 quidelines	
CCR 2. OCCUPATION	IAL				······································	1		
Financial Management	aligned to that recommended in the MSA competency	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 quidelines	
-		Evidence of standard achieved as documented in a written report		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	
		Evidence of standard achieved as documented in a written report			Demonstrated evidence accordingly		Demonstrated evidence accordingly	
	recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report		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	s Table 2017/18
Standard	Service Level
Solid Waste Removal	
Premise based removal (Residential Frequency)	
Premise based removal (Business Frequency)	
Bulk Removal (Frequency)	
Removal Bags provided(Yes/No)	
Garden refuse removal Included (Yes/No)	n/a - The District Municipality does not provide this services as
Street Cleaning Frequency in CBD	the service is provided by the
Street Cleaning Frequency in areas excluding CBD	Local Municipalities within the
How soon are public areas cleaned after events (24hours/48hours/longer)	District
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)	
Frequency of meter reading? (per month, per year)	Water is only free to indigents
	}
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)	n/a - The District Municipality
Up to 5 service connection affected (number of hours)	does not provide this services as the service is provided by the
Up to 20 service connection affected (number of hours)	Local Municipalities within the
Feeder pipe larger than 800mm (number of hours)	District
What is the average minimum water flow in your municipality?	<u>,</u>
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	1
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)	
po you have a same do processor system in place that to operational at the stage : (105/10)	
Electricity Service	
What is your electricity availability percentage on average per month?	
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?	4
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)	4
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)	nio. The District Municipality
Are accounts normally calculated on actual readings? (Yes/no)	n/a - The District Municipality does not provide this services as
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	the service is provided by the
How long does it take to replace faulty meters? (days)	Local Municipalities within the District
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	District
How effective is the action plan in curbing line losses? (Good/Bad)	4
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)	

Are your purification system effective enough to put water back in to the system after purification? 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) Spillage clean-up? (hours) Replacement of manhole covers? (Hours) Road Infrastructure Services Time taken to repair a single pothole on a major road? (Hours) Time taken to repair a single pothole on a minor road? (Hours) Time taken to repair a single pothole on a minor road? (Hours) Property valuations Property valuations Property valuations Are there Council adopted business process instructing the flow and management of documentation feeding to Trial Balainne? Are there Council adopted business process instructing the flow and management of documentation feeding to Trial Balainne? The Procurament plan is developed on a nanount of R298 112 to design as management are an additional to the paid from the date it has been received? The Procurament plan is developed on a nanount of R298 112 to describe the paid within the District of R298 112 to describe the including the within the District of R298 112 to describe the including the property valuations performed by the Lock Municipality does not collect rates as the rates called the property valuations performed by the Lock Municipality does not collect rates as the rates called the property valuations performed by the Lock Municipality does not collect rates as the rates called the property valuations performed by the Lock Municipality does not collect rates as the rates called the property valuations performed by the District be required by the District be required by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District by the District	Sewerage Service	
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Now Interpretation of the first severage Shreakinges on average		-
Severe broader (Piouse) Severe troated prices: Large pipes (Houra) Severe troated prices: Small pepes? (Houra) Severe troated prices: Small pepes? (Houra) Spilage (John-Large? Robus) Repationement of manuface covere? (Houra) Repationement of manuface covere? (Houra) Repationement of a single profitor on a major coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor on a minor coast? (Houra) Time takes to repair a single profitor of the first account being issued? (one monthituse months or longer) If the takes on average from completion to the first account being issued? (one monthituse months or longer) Time takes no expected resing properties? (YearNo) Do you have any special rating properties? (YearNo) Do you have any special rating properties? (YearNo) Time takes no expected profit in the first account being issued? (one monthituse months or longer) If the first account and profit in the first account being issued? (one monthituse months or longer) Time takes on passage from completion to the first account being issued? (one monthituse months or longer) Time takes on passage from completion to the first account being issued? (one monthituse months or longer) Time takes on passage from completion to the first account being issued? (one monthituse months or longer) Time takes on passage from completion to the first account being issued? (one monthituse months or longer) Time takes on passage from completion to the first account being issued? (one monthituse months or longer) The first and takes on passage from completion to the first account		-
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	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	JM P	ILLAY	(DAYALAN	MURUVEN	PILLAY)
Municipal Manag	er of Saral	n Baartmar	n District Munici	pality	
Signature		May			
Date	24	May a	0017		