



A Municipal Entity of the Nelson Mandela Bay Municipality

BUDGET 2018/19 – 2020/21



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PART 1 – ANNUAL BUDGET

1.1 Chief Executive Officer's report

The Mandela Bay Development Agency (**MBDA**) was formed in 2004 and was mandated by the Nelson Mandela Bay Metropolitan Municipality (NMBM) as a trans-disciplinary implementing agent for programmes, projects and events which have a number of defined objectives which include inter alia:

- Enabling *social, spatial and economic* transformation;
- Implementing existing and identify new projects, programmes and events within its mandated areas referred to as “*designated localities, nodes and precincts* (of different scales)” which are to be aligned to the various plans of the NMBM which include the following:
 - To leverage existing or acquired resources such as assets, property and provide for skills development to ensure the successful implementation.
 - To deliver *catalytic programmes, special defined projects and events* with reference to:
 - Physical Infrastructure;
 - Social Infrastructure (i.e. services, social, psycho-social, creativity, heritage, sport and tourism);
 - Economic Transformation of the City;
 - Pioneering new development models, testing or piloting of innovative ideas exploring alternative approaches, methods or concepts which could be up-scaled to a city-wide level;
 - Identification and designation of stakeholders and undertaking work in partnership with the private sector, government agencies and civil society organisations;
 - Undertaking relevant research as required and to define and implement collaboration with key research institutions;
 - Ensuring compliance with all relevant legislation concerning Local Authorities including the Municipal Finance Management Act (MFMA), the Municipal Structures Act and the Municipal Systems Act (MSA) in terms of which all projects are to be subject to a pre-screening process in collaboration with the NMBM processes; and
 - Having signed Service Level Agreements prior to execution.

The Board has initiated a process within the MBDA towards making the organization having a more strong development focus and which has resulted in the following revised vision, mission and strategic objectives:

VISION STATEMENT

“An iconic world class ocean city showcasing its diversity of people, culture, heritage and environment”.

MISSION STATEMENT

“To become a knowledge based development agency that seeks to achieve social, spatial and economic transformation in Nelson Mandela Bay”.

STRATEGIC OBJECTIVES

- i. *To pioneer and implement people-centered catalytic programmes;*
- ii. *To create spaces and places that inspire and transform Nelson Mandela Bay; and*
- iii. *Develop and promote a creative culture in Nelson Mandela Bay.*

The following forms the basis of the proposed programmes and projects of the MBDA for the ensuing 5-year period, which has commenced partially in 2017/18 and forms the basis of the 2018/19 financial year.

They are categorized as follows:

- ***Catalytic programmes implementation***
 - Baakens River Valley;
 - Happy Valley;
 - Uitenhage.
- ***Targeted multi-sector development interventions***
 - Helenvale;
 - Korsten Schauderville ;
 - New Brighton; and
 - And/or other such areas.
- ***Area Based Management***
 - Port Elizabeth CBD – Govern Mbeki Avenue;
 - Central Special Rating Area (SRA) support; and
 - Uitenhage CBD.
- ***Facilities Management of impactful buildings***
 - NMB Stadium, Science Centre, Tramways, Campanile etc.
 - Other buildings possibly including Bay world
- ***Applied Partnerships and Research***
 - Composites Cluster – infrastructure projects;
 - NMU – Stadium, MBDA project support, e-mobility; and
 - Uitenhage Science Centre and Bay world.

The mandated/designated areas of responsibility of the MBDA are clustered around six clearly defined and active mandate/precinct areas with specific key programmes and projects for which the MBDA is responsible. It is important to note that the priority of the projects located within a specific mandate/precinct area should be clearly defined, linked to and aligned with the overall objectives of the NMBM and that of MBDA in terms of approved budget.

Each of the mandate/precinct areas as designated will involve identification of detailed key objectives related to specific existing and new projects being implemented by the MBDA team and a Project Leader, will aligned to the current and new allocated budgets. The layers of planning will have to include the following to ensure sustainability as such:

- Master and/or Precinct plan alignment forming an integrated planning layer as part of the approved NMBM planning policies, the Integrated Development Plan (IDP), Built Environment Performance Plan (BEPP) and the Metropolitan Spatial Development Framework Plan (MSDF)

- inclusive of Local Spatial Development Frameworks (LSDF) and implementation of Sustainable Community Units (SCU) principles of the specific area for development of all projects.
- Project research based on the outcomes of the precinct plan proposals and project implementation aligned to achieve the desired outcome to conform to the NMBM IDP six (6) pillars;
 - A project specific framework which is linked to specific objectives and aligned to a masterplan which is focussed on catalytic infrastructure projects to be implemented, based on the development of the area together with and social cohesion alignments to the allocated budgets.
 - Development of partnerships and stakeholder alignment with targeted multi-sector development interventions including specific project related Public Participation to ensure transparency, accountability and sustainability.
 - Handover of completed projects to the relevant NMBM Departments for maintenance and operations going forward.
 - Effective operation and planned maintenance to ensure sustainable development.
 - Marketing and roll-out focussing on Economic Development of and Tourism for the area.

The MBDA has over the past 12 months undergone a challenging transition period that has seen the strategic direction of the organization being reviewed with a view to becoming a forward looking agency dealing with the complexities that are associated with development work. Furthermore an organisational review has taken place and the budget for the MTREF period of 2018/19 to 2020/21 has taken such factors into account on the basis that in-house capacity of the agency will need to be considerably increased in order to meet the strategic and service delivery objectives of the MBDA in line with its 5-year strategic outlook.

ASHRAF ADAM
CHIEF EXECUTIVE OFFICER

1.2 Resolutions

That in terms of section 87(3) of the Municipal Finance Management Act, 56 of 2003, the annual budget of the MBDA for the financial year 2018/19; and the indicative allocations for the projected outer years 2019/20 and 2020/21; and the multi-year and single year capital appropriations are approved as set-out in this report.

That the budget of the MBDA be adopted as tabled.

1.3 Executive Summary

The MBDA was created as a municipal entity and special purpose vehicle for urban renewal by the NMBM and commenced with its operations in 2004.

The MBDA's projects and programmes are therefore governed by the following key documents

- Integrated Development Plan(IDP), previous and current 2017/18 – 2021/22;
- Built Environment Performance Plan (BEPP) – previous and current 2017/18;
- Metropolitan Spatial Development Framework plan (MSDF), 2015 and its revisions;
- Local Spatial Development Framework Plans (LSDF) and
- Precinct and policy plans as developed by the various Departments of the NMBM; either existing or determined by the MBDA in the form of Strategic Spatial Implementation Framework Plans all related to an alignment to the NMBM IDP, SDF and/or BEPP, or identified through its own research and consultation.
- MBDA Mandate document

It is therefore important that the projects within the Mandate/Designated Areas of MBDA have to align to the above mentioned as enablers to socio-economic transformation which allows for renewal and social cohesion in specific and designated areas.

During 2017 it reviewed its strategic direction and developed a revised 5-year strategic outlook that culminates in annual business plans approved by the Board of Directors. The strategic outlook is intended as an overall 5-year strategic planning approach, whereas the annual business plans provide an outcomes-based plan that is measurable in terms of annual objectives achieved.

The Budget comprises both Operating and Capital Budgets, which is a requirement of the Constitution and the Municipal Finance Management Act (MFMA). The capital budget generally contains new or improvements to existing NMBM infrastructure assets such as roads, precincts, heritage assets, buildings, etc. The Operating Budget mainly comprises operating and administration expenses such as employee costs, pre-planning and feasibility costs, marketing, travel & accommodation, legal fees etc. Furthermore it also contains operational project costs such as the PE and Uitenhage CBD cleansing plans, facilities maintenance as well as the Helenvale Resource Centre operator costs. SPUU operational costs are also included and which are budgeted to be funded by KfW Bank.

Important to note that Phase 2 of the demolition of Telkom Park budgeted at R5,7 million is also part of operational costs for 2018/19.

One of the objectives of the budget timetable is to ensure integration between the development of the IDP and the Budget. The IDP is the strategic plan of the Municipality and it is critical that the Budget enables the achievement of the IDP objectives.

The assumptions and principles applied in the development of this Budget are mainly based upon guidelines received from Budget & Treasury who in turn have received such guidelines from National Treasury (expenditure growth) and other external bodies. The IDP's strategic focus areas informed the development of the Budget, in addition to assessing the relative capacity to implement the Budget, taking affordability considerations into account. The aforementioned guidelines were considered appropriate to inform the development of the Budget.

The Operating Budget totals are as follows:

2018/19	R80 051 685
2019/20	R65 882 331
2020/21	R69 908 247

Funding for operating costs is as follows:

	NMBM	KfW	IDC	MBDA
2018/19	R66 178 285	R9 936 051	R1 900 000	R2 037 349
2019/20	R64 386 520	R0	R0	R1 495 811
2020/21	R68 399 718	R0	R0	R1 508 529

The Capital Budget totals are as follows:

2018/19	R52 221 709
2019/20	R33 750 540
2020/21	R35 775 834

Funding for capital costs is as follows:

	NMBM	KfW
2017/18	R32 263 145	R19 958 564
2018/19	R33 751 440	R0
2019/20	R35 776 492	R0

1.4 Annual Budget Tables

Mandela Bay Development Agency - Table D1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	321	131	2,844	-	-	-	200	200	200
Investment revenue	3,333	4,002	2,388	2,000	-	2,000	2,000	1,500	1,500
Transfers and subsidies	85,125	88,439	97,949	92,091	-	92,091	98,441	98,138	104,176
Other own revenue	10,944	8,470	8,748	4,100	-	4,100	32,596	300	300
Total Revenue (excluding capital transfers and contributions)	99,723	101,042	111,929	98,191	-	98,191	133,236	100,138	106,176
Employee costs	11,692	42,368	36,732	21,495	-	21,495	30,898	32,398	35,925
Remuneration of Board Members	-	-	-	500	-	500	200	1,060	1,124
Depreciation & asset impairment	261	69	65	-	-	-	61	65	69
Finance charges	-	-	-	228	-	228	-	-	-
Materials and bulk purchases	-	-	-	83	-	83	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Other expenditure	87,177	52,265	74,729	38,873	-	38,873	48,893	32,360	32,791
Total Expenditure	99,130	94,702	111,526	61,179	-	61,179	80,052	65,882	69,908
Surplus/(Deficit)	593	6,340	402	37,012	-	37,012	53,184	34,256	36,268
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	593	6,340	402	37,012	-	37,012	53,184	34,256	36,268
Taxation	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	593	6,340	402	37,012	-	37,012	53,184	34,256	36,268
Capital expenditure & funds sources									
Capital expenditure	54,022	14,615	10,467	36,650	-	36,650	52,222	33,751	35,776
Transfers recognised - capital	48,403	-	-	36,650	-	36,650	32,263	33,751	35,776
Public contributions & donations	5,619	-	-	-	-	-	19,959	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
Total sources of capital funds	54,022	-	-	36,650	-	36,650	52,222	33,751	35,776
Financial position									
Total current assets	61,464	61,341	83,886	70,400	-	70,400	65,418	55,418	45,418
Total non current assets	1,497	7,837	7,633	150	-	150	914	522	553
Total current liabilities	61,464	61,341	83,280	20,894	-	20,894	65,227	46,466	47,812
Total non current liabilities	-	-	-	-	-	-	-	-	-
Community wealth/Equity	1,497	7,837	8,239	49,656	-	49,656	1,105	9,473	(1,841)
Cash flows									
Net cash from (used) operating	47,222	44,017	85,693	30,006	-	30,006	51,325	33,234	35,215
Net cash from (used) investing	(51,627)	(63,573)	(40,917)	(53,482)	-	(53,482)	(51,307)	(33,229)	(35,223)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	53,657	34,100	58,876	35,400	58,876	35,400	35,418	35,423	35,415

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
Revenue by Source	1									
Property rates		-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-
Service charges - other		321	131	2,844	-	-	-	200	200	200
Rental of facilities and equipment		73	430	811	200	-	200	800	300	300
Interest earned - external investments		3,333	4,002	2,388	2,000	-	2,000	2,000	1,500	1,500
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-
Transfers and subsidies		85,125	88,439	97,949	92,091	-	92,091	98,441	98,138	104,176
Other revenue		10,870	8,039	7,936	3,900	-	3,900	31,795	-	-
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		99,723	101,042	111,929	98,191	-	98,191	133,236	100,138	106,176
Expenditure By Type										
Employee related costs		11,692	42,368	36,732	21,495	-	21,495	30,898	32,398	35,925
Remuneration of Directors		-	-	-	500	-	500	200	1,060	1,124
Debt impairment	4	65	69	65	-	-	61	65	69	69
Depreciation & asset impairment		196	438	699	-	-	807	855	906	906
Finance charges		-	-	-	228	-	228	-	-	-
Bulk purchases	2	-	-	-	-	-	-	-	-	-
Other materials	5	-	-	-	83	-	83	-	-	-
Contracted services		-	-	-	21,927	-	21,927	9,606	9,172	9,823
Transfers and subsidies		-	-	-	-	-	-	-	-	-
Other expenditure	3	87,177	51,827	74,030	16,946	-	16,946	38,480	22,332	22,062
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-
Total Expenditure		99,130	94,702	111,526	61,179	-	61,179	80,052	65,882	69,908
Surplus/(Deficit)		593	6,340	402	37,012	-	37,012	53,184	34,256	36,268
(National / Provincial and District)		-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations)		-	-	-	-	-	-	-	-	-
(National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Transfers and subsidies - capital (in-kind - all))		-	-	-	-	-	-	-	-	-
contributions		593	6,340	402	37,012	-	37,012	53,184	34,256	36,268
Taxation		-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year		593	6,340	402	37,012	-	37,012	53,184	34,256	36,268

Transfers and Subsidies are made up as follows:

NMBM Grants Operational and Capital

2018/19	2019/20	2020/21
R98 441 430	R98 137 920	R104 176 210

Other revenue is made up as follows:

Transfers and Subsidies

- KfW 2018/19	R 29 894 615
- IDC 2018/19	R 1 900 000

Rental of facilities relate to rental of space of the Tramways Building venue to the public for various functions as well as Helenvale Resource Centre. Other MBDA income relates to tender document fees and rental of trading stalls by street traders in the PE CBD.

Mandela Bay Development Agency - Table D3 Capital Budget by asset class and funding

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands	1									
Capital expenditure by Asset Class/Sub-class										
Infrastructure		23,097	12,723	9,853	5,450	-	5,450	28,349	18,229	5,000
Roads Infrastructure		23,097	12,723	9,853	5,450	-	5,450	17,200	3,229	-
Roads		23,097	12,723	9,853	5,450	-	5,450	5,000	3,229	-
Road Structures		-	-	-	-	-	-	12,200	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	11,149	15,000	5,000
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	11,149	15,000	5,000
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-

Attenuation	-	-	-	-	-	-	-	-	-
MV Substations	-	-	-	-	-	-	-	-	-
LV Networks	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Sand Pumps	-	-	-	-	-	-	-	-	-
Piers	-	-	-	-	-	-	-	-	-
Revetments	-	-	-	-	-	-	-	-	-
Promenades	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Data Centres	-	-	-	-	-	-	-	-	-
Core Layers	-	-	-	-	-	-	-	-	-
Distribution Layers	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Community Assets	13,416	1,892	814	6,000	-	6,000	18,559	5,000	15,000
Community Facilities	13,315	959	(36)	6,000	-	6,000	10,972	5,000	15,000
Halls	2,232	959	(36)	-	-	-	-	-	-
Centres	-	-	-	-	-	-	8,769	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	5,000	5,000
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-
Public Open Space	11,083	-	-	6,000	-	6,000	2,203	-	10,000
Nature Reserves	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	101	933	850	-	-	-	7,586	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	101	933	850	-	-	-	7,586	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Heritage assets	16,685	-	-	-	-	-	-	-	8,223
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	16,685	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	8,223
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	5,000	5,000
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	5,000	5,000
Improved Property	-	-	-	-	-	-	-	5,000	5,000
Unimproved Property	-	-	-	-	-	-	-	-	-

Other assets		-	-	-	7,500	-	7,500	4,400	5,000	2,000
Operational Buildings		-	-	-	-	-	-	1,400	-	-
Municipal Offices		-	-	-	-	-	-	-	-	-
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	-	-	-	-	-	-	-	-
Stores		-	-	-	-	-	-	-	-	-
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	1,400	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	7,500	-	7,500	3,000	5,000	2,000
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	7,500	-	7,500	3,000	5,000	2,000
Capital Spares		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	17,500	-	17,500	-	-	-
Biological or Cultivated Assets		-	-	-	17,500	-	17,500	-	-	-
Intangible Assets		145	-	-	-	-	-	650	300	318
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		145	-	-	-	-	-	650	300	318
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		145	-	-	-	-	-	650	300	318
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Computer Equipment		259	-	-	100	-	100	161	112	119
Computer Equipment		259	-	-	100	-	100	161	112	119
Furniture and Office Equipment		12	-	-	50	-	50	50	53	56
Furniture and Office Equipment		12	-	-	50	-	50	50	53	56
Machinery and Equipment		-	-	-	50	-	50	53	56	60
Machinery and Equipment		-	-	-	50	-	50	53	56	60
Transport Assets		408	-	-	-	-	-	-	-	0
Transport Assets		408	-	-	-	-	-	-	-	0
Libraries		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total capital expenditure on assets	1	54,022	14,615	10,467	36,650	-	36,650	52,222	33,751	35,776
Funded by:										
National Government		-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-
Parent Municipality		48,403	-	-	36,650	-	36,650	32,263	33,751	35,776
District Municipality		-	-	-	-	-	-	-	-	-
Transfers recognised - capital		48,403	-	-	36,650	-	36,650	32,263	33,751	35,776
Public contributions & donations	6	5,619	-	-	-	-	-	19,959	-	-
Borrowing	3	-	-	-	-	-	-	-	-	-
Internally generated funds		-	-	-	-	-	-	-	-	-
Total Capital Funding	4	54,022	-	-	36,650	-	36,650	52,222	33,751	35,776

Mandela Bay Development Agency - Table D5 Budgeted Cash Flow

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates								-	-	-
Service charges								-	-	-
Other revenue		6,035	19,723	20,379	4,265		4,265	31,795	-	-
Government - operating		32,671	38,304	69,645	55,276		55,276	67,093	64,909	68,953
Government - capital		60,846	37,009	51,671	36,450		36,450	31,349	33,229	35,223
Interest		3,333	2,769	2,395	1,800		1,800	2,000	1,500	1,500
Dividends										
Payments	2									
Suppliers and employees		(55,662)	(53,787)	(78,397)	(67,785)		(67,785)	(80,911)	(66,404)	(70,461)
Finance charges										
Dividends paid										
Transfers and Grants										
NET CASH FROM/(USED) OPERATING ACTIVITIES		47,222	44,017	65,693	30,006	-	30,006	51,325	33,234	35,215
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		10	-							
Decrease (increase) in non-current debtors		-							-	
Decrease (increase) other non-current receivables									-	
Decrease (increase) in non-current investments										
Payments										
Capital assets		(51,637)	(63,573)	(40,917)	(53,482)		(53,482)	(51,307)	(33,229)	(35,223)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(51,627)	(63,573)	(40,917)	(53,482)	-	(53,482)	(51,307)	(33,229)	(35,223)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans										
Borrowing long term/refinancing										
Increase (decrease) in consumer deposits										
Payments										
Repayment of borrowing								-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	1	(4,405)	(19,556)	24,776	(23,476)	-	(23,476)	18	5	(8)
Cash/cash equivalents at the year begin:	2	58,062	53,657	34,100	58,876	58,876	58,876	35,400	35,418	35,423
Cash/cash equivalents at the year end:	2	53,657	34,100	58,876	35,400	58,876	35,400	35,418	35,423	35,415

Receipts from "Government – capital" from NMBM and are exclusive of VAT.
Receipts from "Government – operating" are made up of receipts from NMBM and all figures exclude VAT.

Other revenue is made up as follows:

- KfW 2018/19 R 29 894 615
- IDC 2018/19 R 1 900 000

PART 2 – SUPPORTING DOCUMENTATION

2.1 Overview of annual budget process

The timetable provided broad timeframes for the IDP and Budget preparation process. It allows for consultation with stakeholders, such as the elected public representatives, Ward Committees, employees of the Municipality, Civil Society, State departments, other municipalities, business and labour.

The consultation will take the form of a series of public meetings in the various wards (clustering certain wards) under the direction and leadership of the Executive Mayor and his Mayoral Committee. Taking the inputs of the aforementioned consultations into account, the Executive Mayor will table the IDP and Budget for final approval at a Council meeting to be held in May 2018.

The draft budget will also be considered by the Budget Task Team. The Task Team consists of Councillors of the Budget and Treasury Committee, whilst being chaired by the Portfolio Councillor. The main objective of the Budget Task Team is to ensure that the budget is maintained within the affordability levels, taking the IDP deliverables into account.

2.2 Overview of alignment of annual budget with service delivery agreement

The NMBM is a 100% / controlling shareholder of the MBDA. As such there is a service delivery agreement (SDA) between the parties which was renewed and which is valid for a three (3) period which ends on 19 December 2018.

While the MBDA reports to its own board of directors in terms of the Companies Act, it also reports functionally to the EDTA directorate of the NMBM, and as such falls under the oversight of the Economic Development, Tourism & Agriculture (EDTA) portfolio committee. The mandate of the MBDA is to introduce urban renewal initiatives and projects in the inner cities as well emerging business nodes in Nelson Mandela Bay.

The Agency has an existing Service Delivery Agreement (SDA) with the NMBM and the salient aspects of this agreement are:

- That the MBDA acts as a strategic implementation agent of the NMBM
- That it works in collaboration with other entities and directorates of the NMBM
- That it acts in accordance with constitution and is guided by the IDP of the NMBM
- Ensure that programmes and projects are supportive of the key thrusts of the EGDS
- Ensure that its 3 year budget and business plan is approved by NMBM council

The 2018/19 to 2019/20 Operating and Capital Budgets were prepared in accordance with the IDP. The key strategic focus areas of the IDP are as follows:

- Municipal transformation and development
- Service delivery and infrastructure development
- Local economic development
- Financial sustainability and viability
- Good governance and public participation

After the tabling of the budget, a series of meetings will be held throughout the municipal area to consult with the elected public representatives, Ward Committees, employees of the Municipality, Civil Society, business, labour, National and Provincial Governments on how the draft budget addresses the IDP priorities and objectives. The feedback flowing from these meetings will be referred to the MBDA for their attention and action where necessary.

2.3 Measurable performance objectives and indicators

	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Liquidity Ratio's						
Current Ratio	0.99	0.98	1.77	1.00	1.19	0.95
Liquidity Ratio	0.96	0.98	1.77	0.64	0.97	0.94
Other Ratio's						
Salaries as a % of Expenditure	36.0%	36.0%	24.0	38%	49%	51%

2.4 Overview of budget-related policies

The following policies of the MBDA were taken into consideration during the preparation of the budget:

- Local & Overseas Travel Policy
- Study Assistance Policy
- Cell Phone Policy
- Leave Policy & Procedure
- Fixed Asset Policy & Procedure
- Human Resource Policy & Procedure
- Induction Policy
- Labour Relations Policy & Procedure
- Expense Claim Policy
- Creditors Payments Policy & Procedure
- Petty Cash Payment Policy
- RFP Policy
- Electronic Payment Policy
- Password Policy
- Back-up Policy

Staff Development Policy
 Social Responsibility Policy
 First Aid Policy
 Grievance Policy
 Confidentiality Policy
 Harassment Policy
 Investment Policy
 Aids Policy
 Salary payment Policy & Procedure
 Electronics communications Policy
 Emergency Evacuation Policy
 Supply Chain Management Policy
 Company Vehicle Policy
 Performance Appraisal Policy
 Termination of Employment Policy
 Fraud & Corruption Policy
 Acting Allowance Policy
 Correspondence System Policy
 Petrol Claim Policy
 Budget Virement Policy
 Safety and Security Policy
 Telephone usage Policy
 Informal Traders Kiosks Policy
 Office equipment usage Policy
 Company Medical Aid Policy
 Environment Policy
 Document Filing Policy
 Management Performance
 Management Policy
 VAT Recon Policy
 Debtors Policy & Procedure
 Staff Performance Management Policy
 Executive Performance Management policy

Furthermore, it is to be noted that the Budget has been prepared and based on Generally Recognised Accounting Practice (GRAP) as issued by the Accounting Standards Board.

2.5 Overview of budget assumptions

Budget assumptions/parameters are determined in advance of the budget process. The municipal fiscal environment is influenced by a variety of macro economic control measures and National Treasury provides guidelines on the ceiling of year-on-year increases in the total Operating Budget.

The multi-year budget is therefore based on the following assumptions:

	2018/19	2019/20	2020/21
	%	%	%
Expenditure			
Operating Expenses	6.0	6.0	6.0
Employee Related costs	7.0	7.0	7.0

The majority of the operating costs have increased at an average of 6% in the 2018/19 financial year.

2.6 Overview of budget funding

The MBDA is funded predominantly by the NMBM 2018/19 financial year, in addition, the Agency has also secured funding from the German Development Bank, KfW to undertake specific projects. A grant received from the IDC will also be utilised for certain project studies to be undertaken.

The MBDA in the past has concentrated primarily on municipal infrastructure projects and developed a new strategic plan in 2018 that focuses its future capital projects around more people-centred urban planning, implementing catalytic projects, targeted multi-sector development initiatives, area based management, facilities management, applied partnerships and research, and ensuring that its projects are driven by a strong social and public participation process.

The entity is also closely monitoring such issues that could have a significant financial impact on future budgets. If one or more of them require substantial resources for the MTREF period with its employee cost being considerably high over the 3-year period in view of the in-house capacitating and employment of skills. The items listed below will therefore have a major and permanent impact on the operating budget, and would therefore require increases in funding over the next few years:

- A change in focus of the Agency's mandate area and the types of projects that it may have to implement in future in line with the revised strategic approach
- Staffing requirements and the impact on the personnel expenditure is a major item that will require close monitoring and management
- Related increases in operating expenditure as a result of such activities

In order to fund these additional costs the agency will need to embark on an aggressive fund raising drive so that the cost burden on the NMBM / parent municipality can be reduced over time.

2.7 Board member allowances and employee benefits

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

Summary of Employee and Board Member remuneration	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		A	B	C	D	E	F	G	H	I
R thousands										
Remuneration										
Board Members of Entities										
Basic Salaries and Wages		-	-	-	500	-	500	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		-	-	-	-	-	-	-	-	-
Cellphone Allowance		-	-	-	-	-	-	-	-	-
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
Board Fees		-	-	-	-	-	-	200	1,060	1,124
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-
Sub Total - Board Members of Entities		-	-	-	500	-	500	200	1,060	1,124
% increase					#DIV/0!		#DIV/0!	(0)	0	6.0%
Senior Managers of Entities										
Basic Salaries and Wages		3,963	14,359	12,449	7,299	-	7,299	11,944	12,524	13,888
Pension and UIF Contributions		652	2,364	2,049	2,229	-	2,229	1,246	1,306	1,448
Medical Aid Contributions		585	2,119	1,837	592	-	592	716	751	833
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		598	2,166	1,878	1,498	-	1,498	3,490	3,660	4,058
Motor Vehicle Allowance		108	391	339	-	-	-	110	116	128
Cellphone Allowance		-	-	-	-	-	-	88	93	103
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	100	-	100	-	-	-
Payments in lieu of leave		-	-	-	-	-	-	4	4	4
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		5,905	21,400	18,563	11,718	-	11,718	17,598	18,453	20,462
% increase			0	(0)	(0)		(0)	0	0	10.9%
Other Staff of Entities										
Basic Salaries and Wages		4,437	16,078	13,939	7,033	-	7,033	10,632	11,148	12,362
Pension and UIF Contributions		520	1,883	1,633	1,782	-	1,782	1,174	1,231	1,365
Medical Aid Contributions		260	942	816	962	-	962	1,280	1,343	1,489
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		-	-	-	-	-	-	-	-	-
Cellphone Allowance		-	-	-	-	-	-	-	-	-
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		570	2,066	1,791	-	-	-	213	223	248
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-
Sub Total - Other Staff of Entities		5,786	20,968	18,179	9,777	-	9,777	13,300	13,945	15,463
% increase			0	(0)	(0)		(0)	0	0	10.9%
Total Municipal Entities remuneration		11,692	42,368	36,732	21,995	-	21,995	31,098	33,458	37,049

2.8 Monthly targets for revenue, expenditure and cash flow

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands															
Revenue By Source															
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other	17	17	17	17	17	17	17	17	17	17	17	17	200	200	200
Rental of facilities and equipment	67	67	67	67	67	67	67	67	67	67	67	67	800	300	300
Interest earned - external investments	167	125	125	125	125	125	125	125	125	125	125	583	2,000	1,500	1,500
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	98,441	98,138	104,176
Other revenue	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	31,795	-	-
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	11,103	11,081	11,061	11,061	11,081	11,081	11,061	11,081	11,061	11,061	11,061	11,520	133,238	100,138	108,176
Expenditure By Type															
Employee related costs	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	30,898	32,398	35,925
Remuneration of Board Members	17	17	17	17	17	17	17	17	17	17	17	17	200	1,060	1,124
Debt impairment	5	5	5	5	5	5	5	5	5	5	5	5	61	65	69
Depreciation & asset impairment	67	67	67	67	67	67	67	67	67	67	67	67	607	855	906
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	800	800	800	800	800	800	800	800	800	800	800	800	9,606	9,172	9,823
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	3,207	3,207	3,207	3,207	3,207	3,207	3,207	3,207	3,207	3,207	3,207	3,207	38,480	22,332	22,062
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	6,671	6,671	6,671	6,671	6,671	6,671	6,671	6,671	6,671	6,671	6,671	6,671	80,052	65,882	69,908
Capital expenditure															
Capital assets	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	52,222	33,751	35,776
Total capital expenditure	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	52,222	33,751	35,776
Cash flow															
Ratepayers and other	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	31,795	-	-
Grants	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	8,203	98,441	98,138	104,176
Interest	167	167	167	167	167	167	167	167	167	167	167	167	2,000	1,500	1,500
Suppliers, employees and other	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(6,743)	(80,911)	(66,404)	(70,461)
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES	4,277	4,277	4,277	4,277	4,277	4,277	4,277	4,277	4,277	4,277	4,277	4,277	51,325	33,234	35,215
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital assets	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(51,307)	(33,229)	(35,223)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(4,276)	(51,307)	(33,229)	(35,223)
Borrowing long term/refinancing/short term	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	1	1	1	1	1	1	1	1	1	1	1	1	18	5	(8)

2.9 Contracts having future budgetary implications

Contracts having future budgetary implications relate to banking service provider costs, as the MFMA supply chain management regulations allow for such services to be provided on a 5-year contract basis.

2.10 Capital expenditure details

Over the next three financial years, 2018/19 to 2020/21, capital spending is projected at R52.2 million in 2018/19, R33.8 million in 2019/20 and R35.8 million in 2020/21. It must be noted that 2018/19 includes Helenvale SPUU capital projects funded by KfW Bank.

The MBDA's capital program for 2018/19 comprises of further infrastructure upgrades that will take place in the inner city of Nelson Mandela Bay, Uitenhage and various township areas and as such will have the impact of improving investor and stakeholder confidence in these areas resulting in the private sector investing further into these nodes. The Agency's work in Port Elizabeth has already seen a huge boost in confidence and the new capital program will focus, inter alia, on the following new projects:

- Singaphi Road Upgrade Phase 3A
- Uitenhage Rail Shed Development
- Baakens Valley Pedestrian Bridge
- Baakens River property acquisition
- Govan Mbeki Ave refurbishments

Major projects that have been committed to and which will be rolled over into 2018/19 are:

- New Brighton Swimming Pool
- Korsten / Schauderville Park Upgrade

2.11 Legislation compliance status

The following legislation has been considered and complied with in respect of the preparation of the MBDA's budget:

- Local Government Municipal Finance Management Act 56 of 2003
- Local Government Systems Act 32 of 2000
- The Companies Act 71 of 2008

Generally there is compliance with the above acts.

2.12 Other supporting documentation

None

2.13 Chief Executive Officers quality certification

Quality certificate

I, ASHRAF ADAM, Chief Executive Officer of Mandela Bay Development Agency, 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 documentation are consistent with the Integrated Development Plan of the parent municipality and the business plan of the entity.

Print Name: ASHRAF ADAM

Chief Executive Officer of Mandela Bay Development Agency

A handwritten signature in black ink, appearing to read 'Ashraf Adam', written in a cursive style.

SIGNATURE:

DATE: 21 MAY 2018