

Medium-Term Budget 2018/19 - 2020/21

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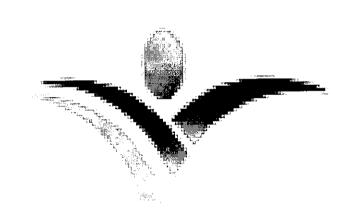
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PART 1

ANNUAL BUDGET

CHAPTER 1



Executive Mayor's Report

EXECUTIVE	MAYOR'S BUD	GET SPEECH

(Will be included in the Budget Book which will be made public and submitted to National and Provincial Treasury after approval by Council 23 May 2018)

BUDGET SPEECH 2018/2019

THEME: BACK TO BASICS

Honourable Speaker

Executive Mayors

Mayors

Acting Municipal Managers and officials

Fellow Councillors

Ladies and Gentleman

Introduction

Honourable Speaker, we are encountering various challenges within our sphere of government and specifically in our district. We can only respond to the challenges by being positive and optimistic about the future of our district. The response to the challenges must be focused on improving service delivery within the district, financial sustainability, 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.

The municipality conducted a strategic planning session in November 2016 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.

A follow up Strategic Planning session was held in March 2018 where progress on implementation of the strategies, which is included in the IDP, was presented. It was clear that the key focus areas remained the same but vigorous implementation is still required.

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. The Organogram is yet to be approved.

mSCOA (Municipal Chart of Accounts) has been implemented from 1 July 2017 and I am pleased to confirm that the municipality is compliant in terms of the data strings that are required to be submitted to National Treasury. However, Honourable Speaker, the implementation of the new financial system has resulted in the internal control environment on financial management regressing from high to low or weak. The new financial system does not meet the standards of the previously used

financial system as many built-in controls are no longer available - this is a great concern.

Honourable Speaker, the trend of shrinking government income against a fast-growing indigent population continues. The fact that national government is reducing its financial obligations to municipalities while poverty escalates is an impediment. 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. Developing economies are expected to remain the main contributors to higher global growth in 2017 and 2018.

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. Several business indices also point to an improving outlook.

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. About 7 per cent of university graduates are unemployed, compared with 27 per cent of those who have completed only matric.

University graduates have far greater employment potential than those who have only obtained a matric certificate. The lack of opportunities to enter the workforce to gain experience, coupled with poor school education and limited networks, consigns many young work-seekers to long-term unemployment.

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

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). 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.

Therefore, stronger and more inclusive growth is required to address unemployment, poverty and inequality. Government continues to work with business and labour to improve confidence and boost investment. Over the medium term, these efforts will be focused on rapidly changing the structure of the economy and creating new opportunities for more inclusive growth.

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. 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.

This is the first review of the municipality's Integrated Development Plan 2017 – 2022. 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. The Development Priorities remain unchanged and are as follows:

- Basic Service Delivery and Infrastructure
- o Financial Viability and Management
- Local Economic Development
- o Good Governance and Public Participation
- Municipal Transformation and Organisational Development

In an effort to strengthen our support to local municipalities, the district is developing 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 2018/19 - 2020/21

Honourable Speaker, 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.

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 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. The 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 was to 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 2018/2019

The 2018/2019 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 (2018/2019), an Operating Budget of R132.5 million is being presented to the Council. This budget represents a decrease of 9% on the adjusted budget of the 2017/2018 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 R88.3 million for the 2018/2019 financial year. The allocations for the outer years are R92.8 million and R96.7 million respectively, which represents an increase of 5.1% and 4.2% respectively.

The revenue budget includes an amount of R17.8 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 R4.2 million for all other conditional grants reflected in DORA. The balance of the budget is funded from accumulated surplus.

Summary of Expenditure Budgets per Department

As indicated above, the total operating and capital expenditure budget is estimated at R134.3 million (inclusive of Capital Budget). This budget is allocated as follows -

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	50 302	37%
Finance & Corporate Services	43 880	33%_
Economic Development	15 867	12%_
Office of the Mayor	15 488	11%
Office of the Municipal Manager	8 767	7%
Total	134 304	100%

Project Expenditure

Project expenditure for the 2018/2019 budget details are reflected on pages 159 – 162 of the Budget Document.

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 and Public Participation.

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:

- Review of the Inter-Governmental Forums
- o Stakeholder Management
- o Initiating and strengthening Strategic Partnerships
- o Enhancement of Performance Management at local municipalities
- Promoting Good Governance at local municipalities

The above projects are a clear indication that the District's focus is to enhance the support to the Local Municipalities through its development facilitation role.

Infrastructure Services and Planning

An amount of R34.1 million has currently been set aside for the department for current projects, programmes and outsourced functions performed by the local municipalities.

An amount of R13.2 million has been earmarked for fire services of which R8.9 million is allocated for the contribution to local municipalities. The District has completed the standardization of fire hydrants within the District and the assessment of the function will be concluded in the current year.

The Inter-City Bus Terminal in Graaff-Reinet project was completed. However, the ablution block and offices were budgeted in the current year and is planned to be completed in the 2018/19 financial year.

The EPWP allocation has been budgeted for the implementation of water meters in Makana. The budget also includes an amount of R2 million for Disaster Management Plans for the local municipalities.

The Environmental Health function is currently being performed by the local municipalities. An amount of R10.5 million will be contributed to the local municipalities to perform the function.

Honourable Speaker, we noted that the functions required to be performed by a District Municipality was reviewed during the Strategic Planning session, 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. These were budgeted for and are in progress and will be concluded in the 2018/19 financial year.

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

Economic Development

An amount of R5.5 million has been allocated for the District Development Agency. Tourism promotion and development, including creative industries, has been allocated an amount of R2.6 million.

Local Economic Development initiatives have been budgeted at an amount of R1.3 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 important role in facilitating economic development initiatives which will benefit the District. Accessing the millions of rands that are available from funding institutions for these initiatives is key.

The District needs to enhance its support and oversight over the municipal entity who's mandate is to initiate and implement catalytic socio-economic and infrastructural projects across the district.

Together, we can address the high unemployment rate in the District and uplift cooperatives and Small, Medium and Micro Enterprises.

Finance and Corporate Services

One major programme for this Department will be to support local municipalities to improve their audit outcomes and financial sustainability.

This is a mammoth task, as the local municipalities are continuously requesting the District to provide them with technical financial assistance to enable the municipalities to comply with GRAP e.g. reviewal of their assets, preparation of their provisions, etc. This is a clear indication that the municipalities lack the required capacity.

On the other hand, the municipalities are incurring high electricity and water losses, they unable to pay their creditors within the required 30 days or even pay at all, losses are being incurred on services and the list continues.

An amount of only R1.5 million has been set aside due to the limited resources of the District.

The municipality will continue with the assessment of District Shared Services in the year ahead as well as re-organising their Forums to enable the Department to support the Local Municipalities in a more efficient and effective manner.

Capital Budget

The Capital Budget of the District Municipality is R1.7 million. Of this, an amount of R1 million is allocated for two vehicles and the remaining portion is primarily to deal with the procurement of furniture and computer equipment.

Conclusion

The financial position of the Sarah Baartman District Municipality is still strong. The Sarah Baartman District Municipality achieved unqualified audit reports for ten continuous years, reflecting financial management excellence in the Sarah Baartman District Municipality.

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. I am pleased to inform you that the effective implementation of limiting the usage from accumulated surplus results in the sustainability of the municipality being increased from two years initially to approximately six years.

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 has the necessary resources and can demonstrate that it:

Can plan and manage strategically;

- o Can prioritize and spend funds efficiently on development programmes; and
- o 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 Circulars 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 realignment of functions, the organisational structure still needs to be amended accordingly.

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.

Finally I wish to express my heartfelt gratitude to:

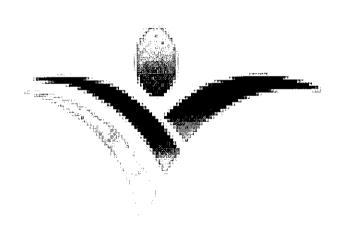
- the members of the Mayoral Committee and the IDP and Budget Steering Committee for providing the necessary political oversight during this process;
- the Acting Municipal Manager, CFO and the Director, as well as the officials who have played an instrumental role in the compilation of the IDP and the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

Honourable Speaker I now formally table the 2018/2019 medium term IDP, budget and annexures for Council's consideration in terms of Section 24 (1) of the Municipal Finance Management Act.

I Thank you!

K E KEKANA EXECUTIVE MAYOR

CHAPTER 2



Resolutions

CHAPTER 2 **

RESOLUTIONS

Capital Budget

IT IS RECOMMENDED

That the annual capital budget of R1.7 million for the year 2018/2019 and the estimates for the two projected outer years 2019/2020 and 2020/2021 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 R132.5 million and the Operating Expenditure of R132.5 million for the Sarah Baartman District Municipality for the financial year 2018/2019, and the indicatives for the projected medium term period 2019/2020 and 2020/2021 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 2018/2019 – 2020/2021 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 <u>Annexure "F"</u> be approved for the 2018/2019 financial year.

Service Level Standards

IT IS RECOMMENDED

That the Service Level Standard for 2018/19 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;
- Supply Chain Management Policy;
- Virement Policy;
- o Credit Control and Debt Collection Policy;
- o Revenue By-laws;
- Tariff Policy;
- o Sundry Financial Policies;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- o Petty Cash Policy; and
- o Enterprise Risk Management Policy

Cacadu District Development Agency

IT IS RECOMMENDED

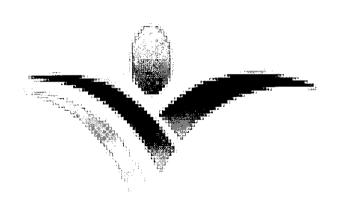
That the annual capital budget of R60 000 for the year 2018/2019 and the estimates for the two projected outer years 2019/2020 and 2020/2021 for the Cacadu District Development Agency be approved.

That the annual Operating Revenue of R9.62 million and the Operating Expenditure of R9.56 million for the Cacadu District Development Agency for the financial year 2018/2019, and the indicatives for the projected medium term period 2019/2020 and 2020/2021 be approved.

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

That the supporting information contained in the 2018/2019 – 2020/2021 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

CHAPTER 3



Executive Summary

CHAPTER 3

EXECUTIVE SUMMARY

The Sarah Baartman District Municipality's projected overall spending envelope for the 2018/2019 Medium Term Budget (MTB) amounts to R132.5 million. Approximately R1.7 million will be invested in the office building infrastructure, vehicles, furniture and equipment.

The 2018/2019 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 an increase in Equitable Share. The Levy Replacement Grant increased marginally from R62.2 million in the 2017/2018 to R64.1 million in the 2018/2019 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 88, the National Treasury reminded municipalities once again of all the previous Budget Circulars' issued and highlighted important factors to consider when preparing the current 2018/2019 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:

- o Ensuring that drinking water meets the required quality standards at all times;
- o Protecting the poor from the worst impacts of the slow recovery in the labour market;
- Supporting meaningful local economic development (LED) initiatives that foster
- o 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
- o Excessive catering for meetings and other events
- o Arranging workshops and events at expensive private venues
- Excessive printing costs
- o Luxurious office accommodation and furnishings
- o Foreign travel
- o Cllr 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
- o 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 2018/2019 MTB was guided by the following principles:

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

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

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- 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);
- Delaying conferences and seminars;
- o Re-negotiating some of the contracts where necessary; and
- Limiting purchasing of furniture

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

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

The above cost containment measures were approved by Council when the Final Budget 2017/18 was approved. These initiatives are in the process of being implemented and the implementation will continue into the 2018/19 financial year.

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.

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 2018/2019 MTB will assist in addressing the following key IDP priorities:

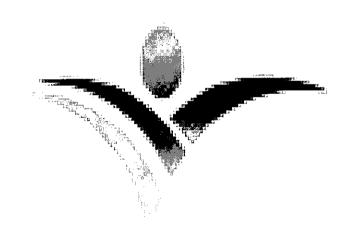
- Good Governance and Public Participation
- Institutional Transformation
- o Financial Viability and Management
- Infrastructure and Basic Services
- o Local Economic Development

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;
- o Ensuring that service providers use labour intensive approaches:
- Supporting labour intensive LED projects:
- 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.

CHAPTER 4



Annual Budget Tables

CHAPTER 4

ANNUAL BUDGET TABLES

The Sarah Baartman District Municipality's projected overall spending envelope for the 2018/2019 MTREF amounts to R132.5 million. Approximately R1.7 million will be invested in the motor vehicles, furniture and equipment items.

Operating Budget

The Sarah Baartman District Municipality presents an Operating Revenue Budget of R132.5 million for the 2018/2019 financial year. This estimate represents a decrease of 10% on the adjusted revenue budget of the 2017/2018 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 2018/2019 – 2020/21 financial years.

Details	Forecast Budget 2017/2018 Rm	Budget 2018/2019	Estimate 2019/2020 Rm	Estimate 2020/2021 Rm
Revenue	147.2	132.5	125.7	129.9
Expenditure	142.4	132.5	125.7	129.9
Surplus	4.7	-	<u>-</u>	

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 2018/19, 2019/2020 and 2020/2021. 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	9.4
Infrastructure Services and Planning	34.1
Municipal Manager's office	4.4
Finance and Corporate Services	1.6
Total	49.5

Financing of Projects & Programmes

Funding Sources	R'm
GRANTS: NATIONAL	3.6
DISCRETIONERY REVENUE	24.7
ACCUMULATED SURPLUS	21.2
TOTAL	49.5

Revenue

The decrease of 9% in revenue is mainly as a result limiting the usage from the accumulated surplus of the municipality to fund projects. The depletion of conditional grants is also a contributing factor.

Tariffs

For the 2018/2019 year the tariffs will increase by approximately 6%.

Expenditure

The actual approved budget for 2017/18 financial year including project expenditure amounted to R147.2 million. The new forecast for the period is R142.4 million which represents a decrease of 3%. This is mainly due to under-spending on project expenditure and vacancies.

The 2018/2019 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;
 - Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

Description	2014/15	2015/16	2016/17	Current Year 2017/18 2018/19 Medium Term Revenue & Exp						
thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	+2 2020/21
inancial Performance					_	_	_	_	-	_
Property rates	-	-	_ 1	_	_	_	_	- 1	-	-
Service charges	47.000	18,055	18,569	18,000	18,000	18,000	18,000	17,800	16,000	. 15,000
Investment revenue	17,262		86,525	89,310	89,310	89,310	89,310	92,582	94,433	98,37
Transfers recognised - operational	89,384	95,432	8,573	33,044	39,905	39,906	39,906	22,165	15,282	16,62
Other own revenue	2,773	14,325		140,354	147,216	147,216	147,216	132,547	125,715	129,99
otal Revenue (excluding capital transfers and ontributions)	109,419	127,812	113,667		_				48,125	51,49
Employee costs	34,843	38,545	34,593	47,957	47,957	43,161	43,161	44,976	8,753	9,36
Remuneration of councillors	6,407	6,636	6,559	7,644	7,644	7,544	7,644	8,180	1,792	1,88
Depreciation & asset impairment	1,462	1,731	1,582	2,109	2,109	2,109	2,109	1,700	1,792	1,00
Finance charges		-	-	-	-	-		-	_	_
Materials and bulk purchases	-	-	-	-	-	-	-]		00.46
Transfers and grants	22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,18
Other expenditure	51,858	57,198	56,437	54,659	61,521	61,521	61,521	48,526	37,881	38,09
Total Expenditure	117,058	131,916	127,626	140,354	147,215	142,419	142,419	132,547	125,715	129,9
Surplus/(Deficit)	(7,639)	(4,105)	(13,959)		0	4,796	4,796	-	-	
Transfers and subsidies - capital (monetary allocations		` - 1	` - '	-	- 1	-	_	-	-	
Contributions recognised - capital & contributed assets		_	_ 1	_	-	-	-			
	(7,639)	(4,105)	(13,959)		0	4,796	4,796		-	
Surplus/(Deficit) after capital transfers & contributions	(1,039)	(4,100)	(10,000)					_	_	Í
Share of surplus/ (deficit) of associate										
Surplus/(Deficit) for the year	(7,639)	(4,105)	(13,959)	-	0	4,796	4,796			
Capital expenditure & funds sources								1247	4.420	1,0
Capital expenditure	1,058	550	6,113	1,012	3,295	3,295	3,295		1,132	1,0
Transfers recognised - capital			_	-	_	-	ļ -	-	1 -	
Public contributions & donations	-	_	_	i -	-	-	-	_	_	
Borrowing	- '	_ '	-	j -		-	-	-	-	
Internally generated funds	1,058	550	6,113	1,012	3,295	3,295	3,295		1	
Total sources of capital funds	1,058	550	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,0
			<u> </u>							
Financial position	258,780	240,925	230,867	177,650	251,218	255,294	255,294	254,095	251,303	
Total current assets	86,241	85,447	48,472	I	17,059	17,059	17,059	29,782	32,573	35,
Total non current assets	42,233	30,086	40,513] _	25,000	25,000	25,000	33,068	33,068	33,0
Total current liabilities		60,116	56,814	i _	61,264	60,545	60,545	64,000	64,000	64,0
Total non current liabilities	62,513	236,169	182,012	177,650	182,013	1	185,808	1	186,808	186,
Community wealth/Equity	240,274	230,109	102,012	111,000	100,010		 	<u> </u>		
Cash flows	6,392	(15,746)	(2,024	2,109	2,109	2,109	2,109	9 1,960	1,792	
Net cash from (used) operating	(961)			'l '	1) (3,29	5) (1,747	") (1,132	?) (1,
Net cash from (used) investing			1 .	1		1 -	`]	-	-	
Net cash from (used) financing	(49,923)	1	1		103,758	103,758	103,75	8 103,971	104,63	105,
Cash/cash equivalents at the year end	83,985	50,203	104,044	100,0.1	1 ////	1	 		<u> </u>	1
Cash backing/surplus reconciliation	054.005	222 205	221,944	177,650	249,500	253,576	253,57	6 249,893	2 247,10	244,
Cash and investments available	254,985				23,577	L		1 -		
Application of cash and investments	35,410				ł			1		
Balance - surplus (shortfall)	219,575	211,368	188,946	177,000	223,324	220,000				
Asset management		20.404	14 070	41,888	44,563	44,563		. 46,31	0 47,44	2 47
Asset register summary (WDV)	51,030							1		1
Depreciation	1,462	1,731		3 1,841			' '''	~ I	_	
Renewal of Existing Assets	-	_					1 1,00	00 1,00	0 1,06	0 1
Repairs and Maintenance	. 475	627	784	4 631	63	63	1,00	. 1,00	,,,,,,	<u> </u>
Free services	1					_	ļ <u>.</u>	. .	. -	.
Cost of Free Basic Services provided	<u> </u>	-	-	_		_	·			
Revenue cost of free services provided	-	-	-	_	-	_	1 '	·		
Households below minimum service level	ŀ		1				1			.
Water:	-	-	-	-	-	_		- -		
Sanitation/sewerage:	-	_	-	-	-	-	1	- -		ļ
Energy:	-	-	-	-	-	- 1	1 .	- -		
		1	1			. _	•			-

DC10 Sarah Baartman - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance' 2018/19 Medium Term Revenue & Expenditure Current Year 2017/18 2014/15 2015/16 2016/17 Framework Rel Description Budget Year 2018/19 Budget Year +1 Budget Year +2 2019/20 2020/21 Pre-audit Full Year Andited Audited Audited Original Adjusted Outcome Outcome Forecast outcome R thousand REVENUE ITEMS: 6 Property rates Total Property Rates less Revenue Foregone (exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA) 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 6 Service charges - water revenue Total Service charges - water revenue less Revenue Foregone (In excess of 6 kilolitres per indigent household per month) less Cost of Free Basis Services (6 kilolitres per Indigent household per month) Net Service charges - water revenue <u>Service charges - sanitation revenue</u> 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 Service charges - refuse 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 Fuel Levy Other Revenue 15,073 20.715 13,782 1,523 12,884 7,156 31,644 38,506 38,506 38,506 38,506 38,506 38,506 20,715 15,073 31.644 12.884 7,156 Total 'Other' Revenue 1,523 EXPENDITURE ITEMS: mployee related costs 30,753 35,793 33.918 36 292 24,173 34,593 34,170 34,170 30,753 2 18.059 2,445 2,218 2,218 1.996 1,996 2.532 2,285 Pension and UIF Contributions 5,581 5,581 902 6,390 6.837 Medical Aid Contributions 9,587 6,742 6.201 6,201 Overtime 1,161 1,904 1,329 1,422 1,727 1,161 1,290 965 1.290 Performance Bonus 973 1,409 163 1,566 1,566 1.409 1 496 1.614 1,544 2,919 Motor Vehicle Allowance 163 169 181 Cellphone Allowance 169 370 181 124 223 201 201 225 230 246 393 Housing Allowances 2,325 1,898 1,955 1,898 1,638 1,385 2,109 2.109 Other benefits and allowances Payments in lieu of leave Long service awards Post-retirement benefit obligations 43,161 51,493 47,957 43,161 47,957 34 843 34.593 5 38.545 Less: Employees costs capitalised to PPE 38,545 47,957 43,161 43,161 44,976 48,125 51,493 47 957 34 593 34.843 Fotal Employee related costs Contributions recognised - capital List contributions by contract Total Contributions recognised - capital

epreciation & asset impairment Depreciation of Property, Plant & Equipment		1,462	1,731	1,582	2,109	2,109	2,109	2,109	1,700	1,792	1,881
Lease amortisation	1										. 57
Capital asset impairment Depreciation resulting from revaluation of PPE	10	1					1.0				
otal Depreciation & asset Impairment	1	1,462	1,731	1,582	2,109	2,109	2,109	2,109	1,700	1,792	1,881
ulk purchases	1 1										
Electricity Bulk Purchases		1 mm. 1									** *
Water Bulk Purchases							person.				
otal bulk purchases	1 [-	-	-	-	-	· -	-	-	-	-
ransfers and grants	1						1				
Cash transfers and grants		22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,165
Non-cash transfers and grants		-	-	- [1				-		
otal transfers and grants	1	22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,165
Contracted services					-		1 1			i	
Information Technology		1,650	618			1,500					
Security and cleaning		1,000	1,150		1,500	1,500	1,500	1,500	1,500	1,530	1,560 660
Internal Audit		75	731		500	500	500 200	500 200	600 200	630 200	200
Consultant Fees		509	365	* .	200	200	. 200	200	. 200		200
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sub-total	1	3,234	2,863	-	2,200	2,200	2,200	2,200	2,300	2,360	2,420
Allocations to organs of state:			ļ	•						1	
Electricity		ļ			l				ļ		
Water	1										
Sanitation						Ì	1				
Other Total contracted services		3,234	2,863		2,200	2,200	2,200	2,200	2,300	2,360	2,420
		0,20.		1	1	,	'			1	
Other Expenditure By Type	l.	1			1						
Callaction costs	1						1				
Contributions to 'other' provisions Consultant fees			1								
Audit fees				1					ļ	1	Į
General expenses	3	47,747	54,104	56,437	52,459	59,32	59,321	59,321	46,226	35,521	35,673
List Other Expenditure by Type	1										
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	1.	 	7	56,437	52,459	59,32	59,321	59,321	46,226	35,521	35,67
Total 'Other' Expenditure	1	47,747	7 54,104	56,437	32,435	, 1 00,02	30,321	43,321	10,22	00,021	
by Expenditure Item	8	3		1	1	T		i	 		
Employee related costs					1						
		1	1		1		l	1	1		
		1		1							
Other materials Contracted Services			ļ							l l	
Other materials					- <u>-</u>			<u> </u>		_	

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	2014/15	2014/15 2015/16 2016/17 Current Year 2017/18				2018/19 Mediu	2018/19 Medium Term Revenue & Expenditure Framework				
R thousand	1	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		
Revenue - Functional			,						400.000	440 545		
Governance and administration		102,845	117,294	105,508	107,062	106,957	106,957	110,608	106,699	110,515		
Executive and council		7,329	8,242	1,069	362	1,162	1,162	613	337	345		
Finance and administration	1	95,516	109,052	104,440	106,700	105,795	105,795	109,995	106,362	110,171		
Internal audit		-	-	_	- !			-	-			
Community and public safety		1,370	- '	4,848	15,057	17,128	17,128	14,193	13,137	13,467		
Community and social services		493	-	- 1	-	-	-	-	i -	_		
Sport and recreation		-	-	-		-	-	-	-	- 40.000		
Public safety		877	-	-	14,567	16,316	16,316	13,731	12,710	13,029		
Housing		-	-	-	490	812	812	462	428	438		
Health		-	-	4,848	_		-					
Economic and environmental services		4,451	10,467	1,050	18,235	22,337	22,337	7,747	5,879	6,016		
Planning and development	ļ	1,563	994	1,000	16,000	17,714	17,714	4,507	3,507	3,507		
Road transport	1	2,888	9,474	50	2,235	4,598	4,598	3,240	2,372	2,509		
Environmental protection		-	-	-	-	25	25	-	_	-		
Trading services		753	50	2,261	-	-	_	-	-	_		
Energy sources		103	-	-	-	-	_	-	-	-		
Water management		650	50	2,261	-	-	-	-	_	-		
Waste water management		- 1	-	-	-			-	_	-		
Waste management		_	_	-	-	-	_	-	-	_		
Other	4	-	_	-	_	794	794					
Total Revenue - Functional	2	109,419	127,812	113,667	140,354	147,216	147,216	132,547	125,715	129,998		
Expenditure - Functional												
Governance and administration		58,987	61,171	55,825	74,665	75,530	75,530	67,754		70,278		
Executive and council		27,105	26,220	24,000	35,050	35,150	35,150	26,742	1	26,850		
Finance and administration		31,882	34,951	31,825	39,615	40,380	40,380	41,012	1	43,42		
Internal audit	1	- '	-	_	-		_		-	-		
Community and public safety		28,480	34,583	45,924	37,796	39,592	34,797	36,790		32,18		
Community and social services		3,441	2,116	1,128	8,855	9,159	4,364	9,537	1	8,45		
Sport and recreation	-	300	59	148	-	-		-	-			
Public safety		13,311	19,822	26,762	15,644	16,814	16,814		1	1		
Housing		422	433	439	919	1,241	1,241	300				
Health		11,007	12,153	17,446	12,378	12,378	12,378			1		
Economic and environmental services		21,677	29,467	25,368	23,969	29,024	29,024			L		
Planning and development		18,428	17,556	23,236	20,736	23,428	23,428					
Road transport		3,249	11,911	2,132	3,233	5,596	5,596		3,260	3,26		
Environmental protection			_	_	-	_	-					
Trading services		3,616	1,167	510	1,648	-	-	920	1	1,52		
Energy sources	l	19	-	_	-	-	-	<u> </u>				
Water management		3,597	1,167	510	1,648	_	_	920	1	1,52		
Waste water management		_	-	-		-	_	-	· -	_		
Waste management	ŀ	_	-	-	_	-		l				
Other	4	4,298	5,528		2,276	3,070	3,070			1		
Total Expenditure - Functional	3	117,058	131,916	127,626	140,354	147,216	142,421	- [
Surplus/(Deficit) for the year	_	(7,639)	(4,105	(13,959)	-	_	4,796	i	_	_		

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification) 2018/19 Medium Term Revenue & Expenditure Framework Current Year 2017/18 2014/15 2016/17 Functional Classification Description Budget Year +1 2019/20 Full Year Forecast Budget Year 2018/19 Original Budget Adjusted Budget Revenue - Functional
Municipal governance and administration
Executive and council 107,062 362 362 110,515 105,500 1,069 106.957 106,95 110.60 106,699 337 102,84 1,162 1,162 345 345 8,242 8,242 1,162 613 337 7,329 Mayor and Council cipal Manager, Town Secretary and Chief Executive 110 171 105,795 104,440 105,795 100.004 106 362 95,516 109,052 1,275 1,275 1,037 Administrative and Corporate Support 102,490 -102,670 102,875 102,490 93,128 105,933 Budget and Treasury Office 105,142 108,166 Fieet Management 580 1,200 580 142 825 167 Human Resources 360 Information Technology Lacal Services 1,500 Marketing, Customer Relations, Publicity and Media Co-ordination 1,450 1.350 1,450 1,400 1,395 578 1,450 Ē -25 Internal audit
Governance Function
amunity and public safety
Community and social services
Libraries and Archives
Public safety 13,137 13,467 17.128 14,193 1,370 493 4,843 15.057 17,128 13,029 12,710 14 567 16.316 1631 13.731 14,567 16,237 13,731 12710 13.029 Fire Fighting and Protection
Licensing and Control of Animals 877 79 B12 B12 438 462 462 428 428 438 Housing Informal Settlements 4,848 Ambulence 7,747 4,507 4,507 Health Services Economic and environmental services 6,016 3,507 4,451 1,563 563 10,467 994 1,050 22,337 17,714 16,000 Planning and development 3,507 r, meming and secretophisms.

Economic Development/Planning
Regional Planning and Development
Town Planning, Building Regulations and Enforcement, and City Engineer
Road transport. 994 15,000 16,055 16,05 1,000 2,509 2,888 2,688 9,474 9,474 2,235 4.598 4.598 3,240 2,372 2,50 25 25 2,261 103 Street Lighting and Signel Systems Nonelectric Energy -50 2,26 650 Water Treatment -50 650 2.26 Water Distribution 794 794 147,216 Water Storage Other 794 147,216 Tourism 132,547 125,715 129,99 140,354 127 812 113.667 109 419 Total Revenue - Functional Expenditure - Functional 70 779 75,530 75,530 35,150 58 98 55.825 26,856 16,563 -nce and administration 35 050 Executive and council 27,105 18,605 8,500 31,682 7,966 18,003 15,980 26,220 24,000 17,903 18,003 Mayor and Council

Mayor and Council

Municipal Manager, Town Secretary and Chief Executive
snee and administration 10,761 41,012 10,293 17,147 39,615 17,147 40,380 34,951 10,255 31 825 14,334 5,748 13,767 13,767 13.767 11,816 5,249 14,235 5,521 Administrative and Corporate Support
Assol Management
Budget and Treasury Office 16,859 18,485 16,356 16,356 15,358 18,928 9,372 9,028 11,260 3,095 4,179 3,860 4,179 6,291 1,781 2,301 3,344 1,982 2,676 3,860 4,179 5.362 6,007 2,536 2,022 Human Resources Informetion Technology 2,445 1,945 2,676 2,092 2,020 Logal Services Marketing, Customer Relations, Publicity and Media Co-ordination 1,280 591 2,218 2,218 2,21 1,120 1,280 290 2,181 Property Services 1,580 Risk Management 1,550 882 Security Services Supply Chain Management Valuation Service 9,537 9,537 9,537 31,517 7,982 7,982 Governance Function 32.185 39,592 34,797 28,480 3,441 34 583 45,924 37,796 8,455 8,455 8,455 Community and public safetyy and point safety remainly and social services Diseaster Menegement Libraries and Archives it and recreation 8 855 9.159 4,364 Sports Grounds and Stadiums
Public safety \$9 **19,822** 19,822 148 10,479 10,423 15,644 16.814 16.814 13,971 10.423 16,814 16 814 13 971 Fire Fighting and Protection Licensing and Control of Animals 13,31 300 1,241 300 433 433 425 919 1 241 1,24 300 300 300 439 Housing Informal Sattlements 422 12,952 12,153 17,446 12.378 12 378 12.378 12 582 12.813 11,007 12,378 29,024 23,428 11,796 12,952 21,095 12,153 11,007 20,409 17,149 9,959 Health Services 22,936 18,976 21,677 18,428 29,487 17,556 25,368 23,236 Economic and environmental services
Planning and development 17.835 9,701 10,171 10,191 11,796 B,274 12,772 23,236 Economic Development/Planning Economic Development/Hanning
Regional Planning and Development
Town Planning, Building Regulations and Enforcement, and City Engineer
Project Management Unit
Provincial Planning
Support to Local Municipatities
Road transport 6,543 2,731 7,665 10,545 11,632 11,632 10,154 4,785 3,260 3,260 3,260 3,260 3,960 3,960 3,249 3,249 5,596 5,596 11 911 2.132 3.233 Road transport
Roads
Fexi Ranks
Environmental
Trading services
Energy sources
Electricity
Water management
Water Treatme
Water Distribus 3,233 5.596 1,525 1,472 3,616 1,167 510 1,648 920 1,472 1,525 19 3,597 1,167 510 1,643 920 1,525 -510 1,472 3,597 1,167 1,648 920 4.846 2,276 4.147 Water Storage 5,528 4,298 4,914 129,938 2,276 140,354 147,216 127,626 132,547 125,715 117,058 131,915 Total Expenditure - Functional (13,959 4,796 (7,639) Surplus/(Deficit) for the year

17,800 1,400	1C10 Sarah Baartman - Supporting Lable Security and Executive and Enance and Description Ref Council Services Development Description Services Development Community Fig. 1 Services Development Community Fig. 1 Services Development Community Fig. 1 Services Fig. 1 Services Fig. 2 Services Fig. 2 Services Fig. 2 Services Fig. 3 Services Fig. 2 Services Fig. 3 Servic	Vote 1 - Executive and	Vote 2 - Note 2 - Corporate Services	Vote 3 - Planning and Infrastructure Development	Vote 4 - Health	Vote 5 - Community Services	Vote 6 - Housing	Vote 7 - Public Safety a	Vote 8 - Sport Vote 9 - Waste and Recreation Management	ote 9 - Waste Management	Vote 10 - V	Vote 11 - Water	Vote 12 - Eletricity	Vote 13 - Tourism	Vote 14 - INAME OF VOTE 14]	(NAME OF VOTE 15]	
A						- -			-	-							
Activation of the control of the con	Revenue By Source				,)	ı	ı	1	1	şî	1.7 2.7 2.7	ì	Ī	1 %	1	ı
And protective in the receiver	Property rates	•	!	, ,	1	1	i	ı	i .	ı	ı		1	t	i i	i .	ı
Inflation receives Activation of the control of th	Service charges - electricity revenue	•	!	1	١	:	1	ı	- 1	1 0	ı	ı)		1	•
International partners of the control of the contro	Service charges - water revenue			· 1	ı	1	ı	ı	l) :	z i	1	I	1	1	ı	•
Assist revenues that the control of	Service charges - sanitation revenue		·	1		1	ı	ı	1	1	1	1	1	1 .	1	1	i
Figure 1 (400 — 1,700	Service charges - refuse revenue			1	. i	· l	. ,	ı	1	ı	ı	i I		1	1	Ţ	1 5
of opposition and investment of the control of opposition and investment of the control of opposition and investment of the control of the co	Service charges - other			1	l	l i	١	ı	1	I,	ι	1	J	1	l	ı	1,400
and investibility services Society Services So	Rental of facilities and equipment					1	1 1	ı	ι	1	ı	1	1	1	t e	ì	17,800
Sanding debicas findels find	Interest earned - external investments			1	ı	•	ı		ı	ł	ı	1	I	1	!	1	1
Figure 18	Interest earned - outstanding debtors		1	1	ı	I	1) !	3	ı	ı	1	1	ı	,	1	ı
September 18, 20, 345	Dividends received	•		1	1	1	1	ı			1	1) }-	1	ı	•	ı
See Fig. 1, 453 (4507)	Fines, penalties and forfeits		_	1	ı	1	ı	I	1	1	. 1		1	1.	1	ı	1
dies PPE Ingraphitationselva and contribution 613 1463 4,597 -	Licences and permits			ì	1	1	1	1)	l	1	j	1	1	î	1	ı
PPE PPE	Anancy services	_		ı	t	ı	1	1 1	1	1	i	1			1	:	20,765
Property Property	Other revenue	9			1	ı	462	13,731	1	i	0700	1		1	ı	<u></u>	92,582
Fige spatial transfers and contribution	Transfers and subsidies				1	l	ı	I	1	ı	0+2,2)			1	j	. 1
Ing capital transfers and contribution 613 110,395 4,507 — 482 13,731 — 2,424	Control on discount of DDH				ı	t	'		ı	1	1 6	1	1	: []	-	1	132,547
18,20 15,723 8,384 1,722 5,783 - 746 -	Total Revenue (excluding capital transfers and contribut		_		1	ı	462	13,731	l	1	7,240						:
supplication of the properties of the protein of th	T. Company	-										root	_	1,475	:'		53,156
1	Experiultie by 19pe	18.6			1,722	5,783	ı	746	1	ı	1	SD/	1 11,27	7		· · · · · · · · · · · · · · · · · · ·	1
1	Description of committee			ı	ı	1	1	ı	ī	1	l •.	I			1	ı	1
1	Dobt impairment			1	ı	1	ı	1	•	ı	l.)			1	1	1
Colored Colo	Decretation & asset impairment			ı	1	ı	ı	1	ı	t	I I		1	i pa	\$ 200 200 200 200 200 200	7	ı
8.824 20,841 4,596 760 3,754 300 4,300	Finance charges		1	1	1	ı	1	ı	1	t	ı			ı	, (1)		1
8.824 20,841 4,596 70,500 — 8,825 — 8,825 — 8,260 920 920 — 8,2743 40,804 18,480 12,982 9,537	Bilk purchases			1	ı	ı	ı	1	l	I de la constante de la consta	1	. 1		1	. 1	1	ı
8,824 2,500 10,500 - - - 8,925 -<	Other materials		1	1	•	1	ı	1	ı	ı	ř) 		.5	1	ı	•
8.824 20,841 4,596 760 3,754 300 4,300 - </td <td>Contracted services</td> <td></td> <td></td> <td></td> <td></td> <td>t</td> <td>1</td> <td>1 6</td> <td>ĺ</td> <td>1 1</td> <td>l I</td> <td></td> <td></td> <td>. 1</td> <td></td> <td>I</td> <td>29,165</td>	Contracted services					t	1	1 6	ĺ	1 1	l I			. 1		I	29,165
8,824 20,841 4,596 760 3,754 310 4,500 -	Transfers and subsidies					1	1 8	0,323	l		3.260	026				Series Control	50,226
27,443 40,804 18,480 12,982 9,537 300 13,971 - - 3,260 1,623 - (26,837) 70,192 (13,974) (12,982) (9,537) 162 (240) -	Other expenditure	86			•**	3,754	300	4,300	1 1		0,500	} 	1	det.	1	ı	•
27,443 40,804 18,480 12,382 5,337 500 162 (1,623) - (26,837) 70,192 (13,974) (12,982) (9,537) 162 (240) -	Loss on disposal of PPE					1 0 202	300	12 07/	1	ı	3,260	1,623	1	4,147		1	132,547
[26,837] 70,192 (13,974) (12,982) (9,537) 162 (240)	Total Expenditure	27,4					8				1000			17 147)	1		
	Sum[us/(Deficit)	(26,				l	162	(240)	ı	•	(07n'L)			-			
108) 11	Transfers and subsidies - capital (monetary allocations)	<u>.</u> .					1	ı	1	1	ï	1	1) } }	t - 2	1	ı
183)	(National / Provincial and District)				ı						,	Y	. J [.] **			N.	
108) 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1												-		33		 	
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Transfers and subsidies - capital (monetary allocations)																
1 (1 (1 (1 (1 (1 (1 (1 (1 (1 ((National / Provincial Departmental Agencies,											ş:	- 1 - 2 - 2 - 2 - 2	-			
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Households, Non-profit institutions, Private Enterprises,					ı	1	1	.!		ı	1	i i	en id	1		1 1
1 (1523)	Public Copporations, nighter Educational institutions)					1	1	1		1		7			i	1	
(240) - (240) - (240) - (240) - (240) - (240)	italistas and substitues - capital (in-mile an)	307			(12 982)	(9.537)	162	(240)	1	1	(1,020)			(4,147	' -	1	
	COULTBUILD	-															

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

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

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

Vote Description	Ref	2014/15	2015/16	2016/17	Cu	rrent Year 2017/1	8	2018/19 Mediu	m Term Revenue Framework	& Expenditure
R thousand		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
Revenue by Vote	1						ļ			
Vote 1 - Executive and Council		7,329	8,242	1,069	43,875	44,675	44,675	613	15,013	16,602
Vote 2 - Finance and Corporate Services	Į į	95,516	109,052	104,440	38,984	38,079	38,079	110,995	93,096	95,432
Vote 3 - Planning and Infrastructure Development		1,563	994	1,000	12,543	14,257	14,257	4,507	873	894
Vote 4 - Health		-	-	4,848	12,378	12,403	12,403	-	-	
Vote 6 - Housing		-	-	- 1	919	1,241	1,241	462	428	438
Vote 7 - Public Safety		877	- 1	-	24,498	26,248	26,248	13,731	12,710	13,029
Vote 8 - Sport and Recreation	1 1	-	- !	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	50	-	-	-	-	_	-
Vote 10 - Roads		2,888	9,474	2,261	3,233	5,596	5,596	2,240	1,950	1,999
Vote 11 - Water		650	50	-	1,648	1,648	1,648	-	1,646	1,603
Vote 12 - Eletricity		103	-		-	-	_	-	-	-
Vote 13 - Tourism		_	-	_	2,276	3,070	3,070	-	_	-
Vote 14 - [NAME OF VOTE 14]			_	_	_	-	_	_	-	_
Vote 15 - [NAME OF VOTE 15]		_	_	- 1	÷ '	_	_	-	-	_
Total Revenue by Vote	2	109,419	127,812	113,667	140,354	147,216	147,216	132,547	125,715	129,998
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		37,270	32,167	24,000	43,875	44,675	44,675	33,196	30,098	32,904
Vote 2 - Finance and Corporate Services		30,084	33,682	31,825	38,984	38,079	38,079	38,934	41,193	41,448
Vote 3 - Planning and Infrastructure Development		10,060	12,878	23,235	12,543	14,257	14,257	14,598	13,329	13,762
Vote 4 - Health	- '	11,007	12,153	17,446	12,378	12,403	12,403	12,982	12,813	12,952
Vote 5 - Community Services		3,441	2,116	1,128	_	-	_	_	-	-
Vote 6 - Housing		422	433	439	919	1,241	1,241	300	300	300
Vote 7 - Public Safety		13,311	19,822	26,762	24,498	26,248	21,452	23,507	18,404	18,933
Vote 8 - Sport and Recreation	Ì	300	59	148	_	_	_	-	_	-
Vote 9 - Waste Management	1	_			_	-	_	-	-	_
Vote 10 - Roads		3,249	11,911	2,132	3,233	5,596	5,596	3,260	3,259	3,260
Vote 11 - Water		3,597	1,167	510	1,648	1,648	1,648	1,623	1,472	1,525
Vote 12 - Eletricity		19		-	_	_		-	-	_
Vote 13 - Tourism		4,298	5,528	_	2,276	3,070	3,070	4,147	4,846	4,914
Vote 14 - [NAME OF VOTE 14]			_	_ '		-	· –	-	-	_
Vote 15 - [NAME OF VOTE 15]		_	_	-	_	_	-	-	_	-
Total Expenditure by Vote	2	117,058	131,916	127,626	140,354	147,216	142,420	132,547	125,715	129,998
Surplus/(Deficit) for the year	2	(7,639)	(4,105)	(13,959)		0	4,796	_	-	-

DC10 Sarah Baartman - Table A3 Consolidat Vote Description	Ref	2014/15	2015/16	2016/17		rrent Year 2017/1		2018/19 Medium	Term Revenue Framework	& Expenditure
R thousand	-	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
Revenue by Vote	1				_				45.042	16,602
Vote 1 - Executive and Council	ŀ	7,329	8,242	1,059	43,875	44,675	44,675	613 613	15,013 315	323
1,1 - Council's expenses	1	6,455	6,890	779	5,058	5,858	5,858	613		-
1,2 - Office of the speaker		· - [图		2,089	2,089	2,089		4 A 🗓	
1,3 - Office of the municipal manager	ŀ	-	-	37 ± .	9,253	9,253	9,253	- 4	_	
1,4 - Capacity building		874	461		2,644	2,644	2,644			. <u>.</u>
1,5 - Performance management	l	i, -	- (半)		909	909	∵909 € 337		_	_
1,6 - Mayoral committee		· -	· -	48 <u>1</u>	6,237	6,237	6,237		_	.2
1,7 - Management - Finance and Corporate Services		-	. -	i	2,183	2,183 7,221	2,183 7,221	-,3	13,088	13,416
1,8 - Management - Economic Development		- 58 - 54	- 1	3	7,221 1,604	1,604	1,604	2	-	_
1,9 - Management - Planning and Infr Development		-		511, 5m	6,679	6,679	6,679	74	1,610	2,863
1.10 - Other			891	289						95,432
Vote 2 - Finance and Corporate Services	1	95,516	109,052	104,440	38,984	38,079	38,079	110,995	93,096	30,432
2.1 - Financial Accounting Division			14	2 -	6,713	6,713	6,713	400 440	89,715	91,966
2,2 - Revenue Collection		92,103	105,413	92,100	810	810	810	106,142	44	
2,3 - Payroll Administration	ŀ		: 46	42	870	870	870	50		45
2,4 - Information Technology		· -	360	-	4,179	4,179	4,179	40	_	
2,5 - Pensioners Expenditure - Roadworks		-	-	4,574		-	-0.000	I -	_	
2,6 - Security and Cleaning	1	-	A	-	2,232	2,232	2,232	720	_	· · ·
2.7 - Finance Management and Support		1,025	520	1,025	1,525	1,525	1,525	- 120] _	1
2,8 - Public Relations	Į.	- 1		1 25 -	1,536	1,536	1,536	440	175	179
2.9 - People Management	1	167	325	167	2,281	2,281	2,281	3,603	3,163	1
2.10 - Other		2,221	2,376	6,532	18,838	17,933	17,933	1		
Vote 3 - Planning and Infrastructure Developmen	ıt	1,563	994	1,000	12,543	14,257	14,257	4,507	873	
3,1 - GIS Specialist	ï	-	* -	-	526	526	526	-	_	-
3,2 - HOD - Planning Unit	Į.	- 1	_		-	-	-	· -	i	
3,3 - Project Management	1	1	_	970	5,991	5,991	5,991	1,000		89
3,4 - Local Economic Development		1,563	994	. 30	2,306	2,306	2,306	1	-	
3,5 - Planning Unit	ł	_	_		2,424	4,138	4,138	1	-	`-
3,6 - Trade and Investment	1	l. A			664	664	664		-	-
3,7 - Planning and Infra - Admin Support	l.	[_		632	632	632	-	1 7	' -
	1		_	4,84	12,378	12,403	12,403	: -	-	-
Vote 4 - Health		1	_	4,84					_	-
4,2 - Environmental Health		_	· _	1,0,0	820		820	i] -	-	-
4,3 - Environmental Health Management		1 [_	_	-	_		-	_	-
4,4 - Clinics			ļ		.	_	_	- ا	-	-
Vote 5 - Community Services	1	493	-	-	-	1 -	_	_	_	-
5,2 - Libraries		493	-	-			1		2 42	8 43
Vote 6 - Housing	1	-	l -	-	919				- 1	- 1
6,1 - Housing Coordinator		-	-	-	919	1,241			1	
6,2 - Housing Rietbron	1	-	-	-	-	-		1 -	-	
		877	1 _	. -	24,49	26,248	26,24	8 13,73	1 12,71	0 13,0
Vote 7 - Public Safety		-	l .	. -	8,85	5 8,855	8,85		-	.
7,1 - Disaster Management	1	877	_ ا	. -	15,64	4 17,393	17,39	3 13,73	1 12,71	0 13,0
7,2 - Fire Services					. 1	_		. -	. 1 -	.
Vote 8 - Sport and Recreation	1	-	1 -	Į.				.] _	. -	. .
8,1 - Sport grounds		-	-	1 .	1	_				
Vote 9 - Waste Management	1	_	1 -		50 -	-				i i
9,3 - Waste Water		-	1 -	- :	50	:	-	.		
Vote 10 - Roads		2,888	9,47	74 2,2	3,23	3 5,59				
10,1 - Roads and Transport	-1	2,888	1		3,23	3 5,59	6 5,59	6 2,2	1,9	50 1,9
1					- 1,64	8 1,64	8 1,6	- 18	- 1,6-	46 1,6
Vote 11 - Water	1	650 650	1	1	- 1,64				- 1,6	46 1,6
11,1 - Water Services Authority				~			ì	_ .	_ .	_
Vote 12 - Eletricity	1	103	1	-	- -		·			_
12,1 - Electricity - Other		103	3	-	- -		` 		ŀ	
Vote 13 - Tourism	-	_	1	- .	_ 2,2				-	-
13,1 - Tourism, Promotion and Development]	_		-	_ 2,2	76 3,07	0,6	70	-	-
				_ [_ 1 .	_	.	-	- 1	-
Vote 14 - [NAME OF VOTE 14]	-	_		<u> </u>	_ [- 1 -			-	- 1
14.1 - [Name of sub-vole]		-		-	1				_	_
Vote 15 - [NAME OF VOTE 15]		-		-	-	- -	•	_	_	_
15.1 - [Name of sub-vote]		-		-		_	- 11		47 125,7	15 129,
Total Revenue by Vote		2 109,41	9 127,8	112 113,6	67 140,3	54 147,2	16 147,2	16 132,5	-r 123,1	123,

Vote Description	Ref	2014/15	2015/16	2016/17		ture by munic rent Year 2017/18		2018/19 Medium	Term Revenue Framework	& Expenditure
thousand		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
xpenditure by Vote	1									
Vote 1 - Executive and Council	i	37,270	32,167	24,000	43,875	44,675	44,675	33,196	30,098	32,904
1,1 - Council's expenses		11,455	8,000	4,440	5,058	5,858	5,858	3,339	3,733	3,965
1,2 - Office of the speaker		2,026	1,681	1,792	2,089	2,089	2,089	2,125	2,221	2,323
1,3 - Office of the municipal manager		2,015	2,627	4,030	9,253	9,253	9,253	6,449	4,573	4,783
1,4 - Capacity building		1,494	1,745	908	2,644	2,644	2,644	2,157	1,023 901	1,093 960
1,5 - Performance management		687	716	744	909	909	909	845 8,652	8 725	9,137
1,6 - Mayoral committee		5,767	5,969	6,979	6.237	6,237	6,237 2,183	1,870	1,869	1,974
1,7 - Management - Finance and Corporate Services		1,797	1,268	1,342	2,183	2,183 7,221	7,221	2,018	2,159	2,304
1.8 - Management - Economic Development	1	6,916	3,135	1,948	7,221	7,221	1,604	1,864	1,660	1,770
1,9 - Management - Planning and Infr Development	1	1,452	1,543	824	1,604	1,604	6.679	3,875	3,234	4,595
1,10 - Other		3,661	5,482	994	6,679	6,679	. 500 100			
Vote 2 - Finance and Corporate Services	!	30,084	33,682	31,825	38,984	38,079	38,079	38,934	41,193	41,448 5,843
2.1 - Financial Accounting Division	1 1	8,092	8,159	7,725	6,713	6,713	6,713	7,083	5,712 884	945
2,2 - Revenue Collection		1,095	1,218	1,574	810	810	[™] 810	827	965	1,032
2,3 - Payroll Administration	1	724	750	₹ 769	870	870	870	901 2,445	2,536	1,78
2,4 - Information Technology	1 1	2,676	3,344	3,811	4,179	4,179	4,179	4,500	2,550	": 1,10
2,5 - Pensioners Expenditure - Roadworks	1	3,188		4,203	-		2 232	1,520	1,550	1,584
2,6 - Security and Cleaning		1,467	.1,509	1,594	2,232	2,232 1,525	1,525	1,525	729	779
2,7 - Finance Management and Support		807	1,437	594	1,525	1,525	1,536	1,378	1,455	1,54
2,8 - Public Relations		1,928	2,173	1,722	1,536	2,281	2,281	2,860	2,984	3,114
2,9 - People Management		1,982	1,891	1,505	2,281		17,933	15,743	24,379	24,83
2.10 - Other		8,125	13,202	8,329	18,838	17,933	5 20			
Vote 3 - Planning and Infrastructure Developme	nt	10,060	12,878	23,235	12,543	14,257	14,257	14,598	13,329	13,76
3.1 - GIS Specialist	1	318	. 151	582	526	526	526	180	190	20
3,2 - HOD - Planning Unit		26	27	9	-		- dī.	1	2.336	2,49
3,3 - Project Management		6,847	1,279	7,112	5,991	5,991	5,991	4,211	7,800	7,85
3,4 - Local Economic Development	1	1,358	9,637	13,938	2,306	2,306	2,306		2,211	2,36
3,5 - Planning Unit		1,511	1,785	1,594	2,424	4,138	4,138	1	2,211	2,00
3,6 - Trade and Investment		-		ļ	664	664	664		792	84
3,7 - Planning and Infra - Admin Support	1	-		-	632	632	632		1.1	1
Vote 4 - Health		11,007	12,153	17,446	12,378	12,403	12,403		12,813	12,95
4,2 - Environmental Health		10,373	11,467	16,721	11,558	11,583	11,583		11,826	11,90
4,3 - Environmental Health Management		634	685	726	820	820	820	927	987	1,05
·		3,441	2,116	1,128	-	-	-	-	-	-
Vote 5 - Community Services 5,2 - Libraries	1	3,441	2,116		_		-	-	-	-
**		422	433	1	919	1,241	1,24	300	300	30
Vote 6 - Housing		422	433		1	1,241	1,24			ı 30
6,1 - Housing Coordinator	1	l .	· /	1	1	26,248	21,45	1	18,404	18,9
Vote 7 - Public Safety		13,311	19,822				4,05			
7,1 - Disaster Management		6,082	8,761				17,39			1 '
7,2 - Fire Services	1	7,229	11,061		1			,,,,,,	10,12	
Vote 8 - Sport and Recreation		300	59	1	1	-	-	1 -	_	1
8,1 - Sport grounds		300	. 59	148	1					1
Vote 10 - Roads	1	3,249	11,911	2,132	3,233	5,596				
10,1 - Roads and Transport		3,249	11,91	.2,132	3,233	5,596	5,59	6 3,260	3,25	3,2
, '	1	3,597	1,16	1	1	1,648	1,64	8 1,62	1,47	
Vote 11 - Water		3,597	1,16	1						2 1,5
11,1 - Water Services Authority	1	3,391	1,10	' "	\		"-	· [-	-	
11,2 - Water - Rietbron	1	i			1	_	_	. _	_	
Vote 12 - Eletricity	Į	19		-	-			. 1	1 -	
12,1 - Electricity - Other	1	19	-	-	1 -					6 4,9
Vote 13 - Tourism		4,298			2,27					
13,1 - Tourism, Promotion and Development		4,298			2,27					
Total Expenditure by Vote	2	117,058	131,91	6 127,62	6 140,35	147,216	142,42	132,54	125,/1	129,3

Table A4 - Budgeted Financial Performance (revenue and expenditure)

- 1. Total revenue is R132.5 million in 2018/19, decreases to R125.7 million in 2019/20 and increases to R129.9 million by 2020/21.
- Transfers recognised operating; includes the local government equitable share and other operating grants from national and provincial government.

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18 Original Adjusted Full Year Pre-audit				2018/19 Mediun	Term Revenue & Framework	s Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source	Ì							-			
Property rates	2	-	-	-	-	-	-	- [-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	- [-	_	-
Service charges - water revenue	2	_	-	- 1	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	- 1	- 1	-	-	-	-	-	-	_
Service charges - refuse revenue	2	_	-	-	-	-	-	-	-	-	-
Service charges - other		⊴	-	- 1	-	- 1	-	-	- '	-	-
Rental of facilities and equipment	i I	1,209	1,395	1,367	1,350	1,350	1,350	_1,350	1,400	1,450	1,50
Interest earned - external investments	1	17,262	18,055	18,569	18,000	18,000	18,000	18,000	17,800	16,000	15,00
Interest earned - outstanding debtors					_		_	- 1	_	-	<u> </u>
			_ \	10 to 1	_				-	_	·-
Dividends received	1			_	_	-		18. -		_	· -
Fines, penalties and forfeits				_		_		_	_':		· -
Licences and permits		42	46	50	50	.e. 50°	50	50	50	50	5
Agency services	- '		95,432	86,525	89,310	89,310	89,310	89,310	92,582	94,433	98,37
Transfers and subsidies	١.	89,384			31,644	38,506	38,506	38,506	20,715	13,782	15,07
Other revenue	2	1,523	12,884	7,156	31,044	36,300	30,500	50,500	20,710	,,,,,-	_
Gains on disposal of PPE	ļ	-			140,354	147,216	147,216	147,216	132,547	125,715	129,99
Total Revenue (excluding capital transfers and contributions)		109,419	127,812	113,667	140,334	147,216	147,210			120,10	
Expenditure By Type			!						44.070	10.400	54.40
Employee related costs	2	34,843	38,545	34,593	47,957	47,957	43,161	43,161	44,976	48,125	
Remuneration of councillors		6,407	6,636	6,559	7,644	7,644	7,844	7,644	8,180	8,753	9,30
Debt impairment	3	293	_		-			2 100	1,700	1,792	1,88
Depreciation & asset impairment	2	1,462	1,731	1,582	2,109	2,109	2,109	2,109	1,700	1,732	
Finance charges	_	-	·	-	_		1 -	1 []		_	
Bulk purchases	2	-	-		_	_	_	_		_	1 -
Other materials	8	3,234	2,863		2,200	2,200	2,200	2,200	2,300	2,360	2,42
Contracted services		22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,16
Transfers and subsidies Other expenditure	4, 5		54,104	56,437	52,459	59,321	59,321	59,321	46,226	35,521	35,67
Loss on disposal of PPE	,, ,	584	230	_	Í -	· -	_	-	1.4.		
Total Expenditure	+	117,058	131,916	127,626	140,354	147,215	142,419	142,419	132,547	125,715	129,99
Surplus/(Deficit)		(7,639)		(13,959)	-	0	4,796	4,796	-	-	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) rransfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Prival	e	_		-	-	-	_	-	-	_	
Enterprises, Public Corporatons, Higher Educational Institutions)	ı̃ 6	_	_	_	-		-	-	-	-	
Transfers and subsidies - capital (in-kind - all)		-		_		<u> </u>	-				
Surplus/(Deficit) after capital transfers & contributions		(7,639)	(4,105	(13,959)	-	0	4,796	4,796	<u> </u>	_	
Taxation		-			-					_	
Surplus/(Deficit) after taxation	1	(7,639)	(4,105	(13,959)	-		4,796	4,796		-	1
Attributable to minorities		'-	-	-	l	-					
Surplus/(Deficit) attributable to municipality	1	(7,639)	(4,105	(13,959) -	(4,796	4,796	-	-	
Share of surplus/ (deficit) of associate	7	1	_	-	-		-				
Surplus/(Deficit) for the year	+	(7,639	(4,105	(13,959	ı -	1	4,796	4,796	-	-	·

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

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

DC10 Sarah Baartman - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding 2018/19 Medium Term Revenue & Expenditure Current Year 2017/18 2016/17 2015/16 Vote Description Ref 2014/15 Framework Original Adjusted Full Year Pre-audit Budget Year Budget Year +1 Budget Year +2 Audited Audited Audited 1 R thousand 2018/19 2019/20 2020/21 Budget Forecast outcome Outcome Outcome Outcome Budget Capital expenditure - Vote Multi-year expenditure to be appropriated 2 Vote 1 - Executive and Council Vote 2 - Finance and Corporate Services _ Vote 3 - Planning and Infrastructure Development Vote 4 - Health Vote 5 - Community Services _ Vote 6 - Housing Vote 7 - Public Safety _ Vote 8 - Sport and Recreation Vote 9 - Waste Management Vote 10 - Roads _ Vote 11 - Water Vote 12 - Eletricity Vote 13 - Tourism _ Vote 14 - [NAME OF VOTE 14] Vote 15 - [NAME OF VOTE 15] Capital multi-year expenditure sub-total 7 2 Single-year expenditure to be appropriated 75 75 75 293 1,934 30 35 35 35 Vote 1 - Executive and Council 900 1.000 906 2,460 2,460 2.460 1,614 1,058 257 4,157 Vote 2 - Finance and Corporate Services 22 17 19 19 19 128 Vote 3 - Planning and Infrastructure Development 726 -Vote 5 - Community Services Vote 6 - Housing 800 59 800 800 Vote 7 - Public Safety Vote 8 - Sport and Recreation _ Vote 9 - Waste Management _ Vote 10 - Roads Vote 11 - Water _ Vote 12 - Eletricity 39 39 39 Vote 13 - Tourism Vote 14 - [NAME OF VOTE 14] Vote 15 - [NAME OF VOTE 15] 1,747 1,132 1.032 1,012 3,295 3,295 3,295 1,058 1 403 6.113 Capital single-year expenditure sub-total 3,295 1,747 1,132 1,032 3,295 1,403 6,113 1,012 3,295 Total Capital Expenditure - Vote 1,058 Capital Expenditure - Functional 2,495 2,495 1,690 1,075 975 2,495 936 1,058 550 6.088 Governance and administration 75 75 35 293 1,539 30 35 35 Executive and council 1,000 900 2.460 1.615 1,058 257 4,550 906 2,460 2,460 Finance and administration Internal audit . 59 800 800 800 Community and public safety _ Community and social services Sport and recreation 800 800 800 59 Public safety Housing Health 19 19 25 17 _ 19 Economic and environmental services 19 19 19 25 17 Planning and development Road transport Environmental protection Ŀ Trading services _ Energy sources _ ... Water management Waste water management _ _ Waste management 39 39 39 Other 1,032 1.747 1.132 1.058 550 6,113 1,012 3,295 3,295 3,295 3 Total Capital Expenditure - Functional Funded by: National Government _ _ _ Provincial Government District Municipality _ Other transfers and grants -_ Transfers recognised - capital _ Public contributions & donations 5 _ 6 Borrowing 1,032 1,747 1,132 3.295

6,113

6,113

1,012

1.012

3.295

3.295

3.295

3,295

3,295

1,747

1,132

1,032

1,058

1,058

7

Internally generated funds

Total Capital Funding

550

550

DC10 Sarah Baartman - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding 2018/19 Medium Term Revenue & Expenditure Current Year 2017/18 2014/15 2015/16 2016/17 Ref Vote Description Framework Full Year Budget Year Budget Year +1 Budget Year +2 Pre-audit Audited Original Adjusted Audited Audited 2019/20 2020/21 2018/19 R thousand Outcome Budget Budget Forecast outcome Outcome Outcome Capital expenditure - Municipal Vote 2 Multi-year expenditure appropriation Vote 1 - Executive and Council _ Vote 2 - Finance and Corporate Services Vote 3 - Planning and Infrastructure Development Vote 4 - Health Vote 7 - Public Safety _ _ _ _ Capital multi-year expenditure sub-total Capital expenditure - Municipal Vote 2 Single-year expenditure appropriation 75 75 1,934 30 35 35 35 293 Vote 1 - Executive and Council 75 75 35 75 35 1,496 20 35 42 1,1 - Council's expenses _____ 1,2 - Office of the speaker 10 8 1,3 - Office of the municipal manager 12 12 _ 1.4 - Capacity building --_ 4 1,5 - Performance management 1,6 - Mayoral committee 1,7 - Management - Finance and Corporate Services 192 _ 1,8 - Management - Economic Development _ 28 21 1,9 - Management - Planning and Infr Development 8 404 1.10 - Other 1.000 900 2,460 2,460 2,460 1.614 906 257 4.157 1,058 Vote 2 - Finance and Corporate Services 900 1.000 1.614 2.1 - Financial Accounting Division 2,2 - Revenue Collection 2,3 - Payroll Administration 2 200 1,734 200 118 2,4 - Information Technology 2,5 - Pensioners Expenditure - Roadworks 2,6 - Security and Cleaning _ 2,7 - Finance Management and Support _ 2,8 - Public Relations 278 50 37 22 2,9 - People Management 2,460 2,460 2,460 662 2.386 685 2.10 - Other 19 19 19 17 22 128 Vote 3 - Planning and Infrastructure Development 3.1 - GIS Specialist 3,2 - HOD - Planning Unit _ 12 3,3 - Project Management 22 _ 3,4 - Local Economic Development 19 19 19 108 17 3,5 - Planning Unit _ 3,6 - Trade and Investment _ _ 3,7 - Planning and Infra - Admin Support _ 726 Vote 4 - Health 4 4.1 - Primary Health Care _ _ 726 4,2 · Environmental Health 4,3 - Environmental Health Management 4.4 - Clinics 59 800 800 800 _ Vote 7 - Public Safety 800 800 800 59 7.1 - Disaster Management _ 7,2 - Fire Services 39 39 39 _ Vote 13 - Tourism 39 39 39 13.1 - Tourism, Promotion and Development 3,295 1,747 1,132 1.032 3,295 3.295 1,058 1,403 6,113 1,012 Capital single-year expenditure sub-total 1,132 1,032 1,747 6,113 1,012 3,295 3,295 3,295 1,058 1,403 Total Capital Expenditure

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.
- Table A6 is supported by an extensive table of notes (SA3) which provides a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions non current;
 - · Changes in net assets; and
 - Reserves

DC10 Sarah Baartman - Table A6 Consolidated Budgeted Financial Position

Description	Ref	2014/15	2015/16	2016/17		Current Ye	ear 2017/18		2018/19 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 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
ASSETS											
Current assets											
Cash		-	-	3,944		93,500	97,576	97,576	42,242	39,450	36,660
Call investment deposits	1 1	254,985	233,205	218,000	177,650	156,000	156,000	156,000	207,650	207,650	207,650
Consumer debtors	1 1	2,675	5,071	1,718	- 1	1,718	1,718	1,718	4,203	4,203	4,203
Other debtors		1,119	2,649	7,206	-	_	-	: -	14 14	l	-
Current portion of long-term receivables		. –	- [_	-	_	_ [1.2		-	_
Inventory	2	S	_	_	_	_	_			-	-
Total current assets		258,780	240,925	230,867	177,650	251,218	255,294	255,294	254,095	251,303	248,513
Non current assets		***									
Long-term receivables		182	188	238	_	_	_	_	_	_	1
Investments			<u> </u>		<u>_</u> :	· _	_	_	_		_
Investment property		25,963	25,963	12,643		_	· _	_	12,643	12,643	12,643
Investment in Associate		20,000	20,000	12,010	, F	_		_	12,040	12,040	12,040
Property, plant and equipment	3	24,981	24,183	17,861		17,059	17,059	17,059	1	10 /12	21,204
Agricultural	"	24,301	24,103	17,001		17,009	17,009	17,009	15,622	18,413	21,204
		- 1	_	_	-	-		_	_	_	_
Biological		_	_	-	-	-		-			
Intangible		87	87	1,517	-	-		-	1,517	1,517	1,517
Other non-current assets		35,028	35,028	16,213				<u> </u>		- · -	-
Total non current assets		86,241	85,447	48,472	-	17,059	17,059	17,059	29,782	32,573	35,364
TOTAL ASSETS		345,020	326,372	279,339	177,650	268,277	272,353	272,353	283,877	283,876	283,877
LIABILITIES											
Current liabilities											
Bank overdraft	1	_	-	_	-	-	_	<u> -</u>	. 1 to ∰	_	
Borrowing	4	3,897	3,849	490	_ '	_	_	-		_	_
Consumer deposits	}	· _	.	_	_	_	_		<u>1</u>		
Trade and other payables	4	37,921	25,518	34,782	_	25.000	25,000	25,000	32,000	32,000	32,000
Provisions		414	719	5,241	_				1,068	1,068	1,068
Total current liabilities		42,233	30,086	40,513	-	25,000	25,000	25,000	33,068	33,068	33,068
Non current liabilities			,	.,					· ····································		
Borrowing		_	_	_	_		_				
Provisions		62,513	60.116	- 		-	00.545	20.545	1	-	04 000
				56,814	-	61,264	60,545	60,545	64,000	64,000	64,000
Total non current liabilities		62,513	60,116	56,814		61,264	60,545	60,545	64,000	64,000	64,000
TOTAL LIABILITIES		104,746	90,203	97,327		86,264	85,545	85,545	97,068	97,068	97,068
NET ASSETS	5	240,274	236,169	182,012	177,650	182,013	186,808	186,808	186,809	186,808	186,809
COMMUNITY WEALTH/EQUITY		<u> </u>									
Accumulated Surplus/(Deficit)		163,316	159,212	182,012	177,650	182,013	186,808	186,808	186,809	186,808	186,809
Reserves	4	76,958	76,958	,	,000	102,010	.00,000	100,000	55,005	.05,000	,
	1	, 5,550	10,000	_	_	_		_	_	_	_
TOTAL COMMUNITY WEALTH/EQUITY	5	240,274	236,169	182,012	177,650	182,013	186,808	186,808	186,809	186,808	186,809

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

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

DC10 Sarah Baartman - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2014/15	2015/16	2016/17		Current Ye	ar 2017/18		2018/19 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 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CASH FLOW FROM OPERATING ACTIVITIES	1										
Receipts											
Property rates		- !	-	-	-	-	-	-	-	_	-
Service charges				- 1	-	-		-	-	_	~
Other revenue		1,751	6,671	1,669	33,044	33,044	33,044	33,044	27,215		13,760
Government - operating	1	85,541	86,419	86,525	89,310	89,310	89,310	89,310	88,342	92,787	96,772
Government - capital	1	-	-	-	-	-	-	_	i -	-	_
Interest		16,900	18,277	18,589	18,000	18,000	18,000	18,000	17,000	16,000	15,000
Dividends			- 1	-	-	-	-	-	-	-	-
Payments]
Suppliers and employees		(75,296)	(97,441)	(68,649)	(110,260)	(110,260)	(110,260)	(110,260)	(101,432)	(91,502)	(94,485)
Finance charges		(782)	(0)	-	_	-	_	-	-	_	_
Transfers and Grants	1	(21,722)	(29,670)	(40,158)	(27,985)	(27,985)	(27,985)	(27,985)	(29,165	(29,165	(29,165
NET CASH FROM/(USED) OPERATING ACTIVITIES	i	6,392	(15,746)	(2,024)	2,109	2,109	2,109	2,109	1,960	1,792	1,881
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts	1								ŀ		
Proceeds on disposal of PPE		47	205	161	_		_	_		_	_
Decrease (Increase) in non-current debtors		49	(837)	837	_	_ !	_	_	_		-
Decrease (increase) other non-current receivables			(5)	(50)	_		_		l -	_	_
Decrease (increase) in non-current investments		_	(0)	(00,	_	_	_	_	_	_	_
Payments									}		
Capital assets		(1,058)	(1,403)	(6,113)	(1,012)	(3,295)	(3,295)	(3,295)	(1,747) (1,132	(1,032
NET CASH FROM/(USED) INVESTING ACTIVITIES		(961)	(2,040)	(5,165)	(1,012)	(3,295)	(3,295)	(3,295)			
· · · · · · · · · · · · · · · · · · ·		(411)		(,,,	(-,,	(-,,	(-,,			, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	_	_	-	-	_	_	-
Borrowing long term/refinancing		-		-	-	_	_	_	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		(49,923)	32,006	13,928	-	-	-	-	_	-	_
NET CASH FROM/(USED) FINANCING ACTIVITIES		(49,923)	32,006	13,928	_	-	-	-			-
NET INCREASE! (DECREASE) IN CASH HELD		(44,492)	14,220	6,739	1,097	(1,186)	(1,186)	(1,186)	213	660	849
Cash/cash equivalents at the year begin:	2	128,477	83,985	98,205	104,944	104,944	104,944	104,944	103,758	103,971	104,631
Cash/cash equivalents at the year end:	2	83,985	98,205	104,944	105,041	103,758	103,758	103,758	103,971		105,480

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	2014/15	2015/16	2016/17		Current Ye	ar 2017/18		2018/19 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 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash and investments available					ł						
Cash/cash equivalents at the year end	1 1	83,985	98,205	104,944	106,041	103,758	103,758	103,758	103,971	104,631	105,480
Other current investments > 90 days		171,000	135,000	117,000	71,609	145,742	149,818	149,818	145,921	142,469	138,830
Non current assets - Investments	1	-	-	-	-	-	-	_	-	_	_
Cash and investments available:		254,985	233,205	221,944	177,650	249,500	253,576	253,576	249,892	247,100	244,310
Application of cash and investments				-							
Unspent conditional transfers		9,013	-	-	-	-	-	-	-	-	_
Unspent borrowing		-	- 1	-	- 1	-	-		-	_	_
Statutory requirements	2	-		5,1 1 5 -	-	<u>-</u> ·	9-4-70	· -	-	<u>-</u>	
Other working capital requirements	3	26,397	21,836	32,998	-	23,577	23,577	23,577	26,839	28,240	28,521
Other provisions			: <u>54</u> 5	· –	- 1	1 a -	<u>4</u> 187 -	_	1,068	1,068	1,068
Long term investments committed	4	- 1			-	- '	-	-		- '	_
Reserves to be backed by cash/investments	5	.2	, . ↔	-	-	- 4 JA JA .	g/21 = 1	_	50	-	_
Total Application of cash and investments:		35,410	21,836	32,998	-	23,577	23,577	23,577	27,907	29,308	
Surplus(shortfall)	i	219,575	211,368	188,946	177,650	225,923	229,999	229,999	221,985	217,792	214,721

Explanatory notes to Table A9 - Asset Management

- 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.

Description	Ref	2014/15	2015/16	2016/17	Cu	rrent Year 2017/1	8	2018/19 Mediu	m Term Reveлue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +. 2020/21
CAPITAL EXPENDITURE										
Total New Assets	1	1,058	1,325	6,113	1,012	4,307	4,307	1,747	1,132	1,032
Roads Infrastructure		-	-	-	-	-	-	-	-	_
Storm water Infrastructure	li	- [-	-	-	-	-	-	_	_
Electrical Infrastructure		- 1	-	-	- [-	₩	_	-
Water Supply Infrastructure		-	-	-	-	-	-	-	_	_
Sanitation Infrastructure		-	-	-	-	-	-	-	-	_
Solid Waste Infrastructure		-	-	-	-	-	-	-	_	
Rail Infrastructure		- 1	-	-	-		-	-	_	-
Coastal Infrastructure		-	-	-	-	-	-]	- :	-	-
Information and Communication Infrastructure		-	-		-		-	i	-	
Infrastructure		-	-	-	-	- 1	-	-		-
Community Facilities		-	-	-	-	-	-	-	_	_
Sport and Recreation Facilities		-		-	-	-	-	-	_	-
Community Assets		-	- [-	-	-	_	-	-	
Heritage Assets		-	-	-	-	-	_	_	_	_
Revenue Generating		-	-	-	-	-	-	-	_	_
Non-revenue Generating		-	-		-	-	_	_	_	_
Investment properties		-	_		-	-	-		_	-
Operational Buildings		-	_	2,784	500	1,120	1,120	_	_	_
Housing		- 1	_	-	-	′	_		_	_
Other Assets		-		2,784	500	1,120	1,120			
Biological or Cultivated Assets		-	_	- 1	_		.,	_	_	_
Servitudes		_	_	_	_	_	_	_	_	_
Licences and Rights		_	_	_ 1	_	_	_		_	_
Intangible Assets		_								
Computer Equipment		189	166	- 1						
Furniture and Office Equipment		255	I	1,895	211	1,802	1,802	104	104	104
Machinery and Equipment		182	156	168	301	335	335	623	623	623
			123		-	-	-	-	_	-
Transport Assets		432	880	1,266	-	1,050	1,050	1,020	405	305
Libraries		-	-	-	-	-	_	-	_	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	_	_	_
Total Renewal of Existing Assets	2	_	-	_ [_	_	_	_ 1	_	_
Roads Infrastructure		_	_	_	_		_		_	_
Storm water Infrastructure			_	Ī					_	_
			i	- [-	-	-	-	_	-
Electrical Infrastructure		-	-	-	-	-	-	-	_	-
Water Supply Infrastructure		-	-	- t	-	-	-	~	_	-
Sanitation Infrastructure			-	- [-	-	-	_	_	_
Solid Waste Infrastructure		_	-	<u> </u>	-	_	_	_	_	_
Rail Infrastructure		_	_	_	_	_	_	_	_	.
Coastal Infrastructure			_		_		_			
		-		-	-	-	-	-	_	-
Information and Communication Infrastructure			-			-	-			-
Infrastructure		-	-	-	-	-	-	-	_	-
Community Facilities		-	-	- 1	-		-	-	_	-
Sport and Recreation Facilities		-	-	-	-	-	-	_		_
Community Assets			-	_	- 1		_		_	-
Heritage Assets	+	_	_	_	_	_	_	_		
Revenue Generating			Ī						_	-
_		-	-	-	-	-	-	-	_	-
Non-revenue Generating			-			-	-		-	_
Investment properties		-	-	- i	-	-	-	-	_	-
Operational Buildings		-	-		-	-	_	_	_	_
Housing		_	_ [_ [_	_	_	_	_	_
Other Assets		_			_					
Biological or Cultivated Assets							-	-	_	-
-		-	- !	-	-	-	-	-	-	-
Servitudes		-	-		-	-	-	-	_	_
Licences and Rights					-	_	-	-	-	-
Intangible Assets		-	_	_	-	-		_	_	_
Computer Equipment		-	-	_	_	_	_	_	_	_
Furniture and Office Equipment		_	_	_	_		_		_	_
Machinery and Equipment		-						-	-	_
		-	-	-	-	-	-	-	_	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	_	-
Zoo's, Marine and Non-biological Animals	1 1	_		_	- 1		i			

		1	1		1	İ		1	1	1
								:		
Total Upgrading of Existing Assets	6	-	-	-	-	-	- 1	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	- 1	-]	-	-	-	-
Electrical Infrastructure		- [-	-	-	-	-	- [-	-
Water Supply Infrastructure		_	-	- 1	-	-	-	-	-	-
Sanitation Infrastructure		- 1	- 1	-	- [-	- 1	- 1	-	-
Solid Waste Infrastructure		_	-	-	-	-	-	-	-	-
Rail Infrastructure		_	-	- i	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	_	-	-	-	-
Information and Communication Infrastructure		_	_	- 1	-	_		_ }	-	
Infrastructure	ļ	_	_	_		_	_	- 1	-	
Community Facilities		_	_	_	_	_	_	_	_	_
•			_		_ 1	_ [_		_ 1	_
Sport and Recreation Facilities						-	_		_	
Community Assets		-	-	-				ļ	_	_
Heritage Assets	ĺ	_	-	- 1	-	-	-	- [.	-	_
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating			-	-	-		-			
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-		-	-	-	~	-	-	-
Housing		_								
Other Assets		-	- 1	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	_	-	-	-	-
Servitudes		i – I		-	→	-	-	-	-	-
Licences and Rights		_	-	-	-	-	_	-	-	-
Intangible Assets		_	-		-	-	-	-	-	
Computer Equipment	İ	_	_	_	-	- 1	_	_	- 1	_
Furniture and Office Equipment	1	_ [_	_	_	_	_	_	_	_
Machinery and Equipment		_ 1	_	_	_ '	_	_	_	_	_
- '			_	_	_	_	_ !	_	_	_
Transport Assets		-		_ [_	_	_	_	_	_
Libraries		-	-				_	_	_	_
Zoo's, Marine and Non-biological Animals	ļ	-	-		-	-				
	١.				!					
Total Capital Expenditure	4								_	_
Roads Infrastructure		-	-	-	-	_	-	_	_	_
Storm water infrastructure		_	_	_	_	_	_	_	_	_
Electrical Infrastructure		_	~	_ [_	_	_	_	_	_
Water Supply Infrastructure Sanitation Infrastructure] [_	_			_	_	_	-
Solid Waste Infrastructure		_	_	_	_	_	_	-	_	_
Rail Infrastructure		_	_	_	_	_	_	- 1	_	_
Coastal Infrastructure	1		_	-	_	-	_	_	_ [-
Information and Communication Infrastructure	1	_	_	_	-	-	-	-	-	-
Infrastructure		_		-		-	_	-	-	-
Community Facilities		-	-		_	-	_	-	-	-
Sport and Recreation Facilities		_	-	-	_	_	-	-		-
Community Assets	1	_	-	-	-	-	-	-		-
Heritage Assets			-	-	-	-	_	-	-	-
Revenue Generating		-	-	-	-	-	-	i - [-	-
Non-revenue Generating	-			-		_		- !	-	-
Investment properties	1	_	-	0.704	- 500	4 420	- 4 420	- 1	-	-
Operational Buildings		-	-	2,784	500					
Housing		-	-	- 070/	500	- 4400	1,120	-		
Other Assets		-	-	2,784	1	1,120	1,120		_	_ _
Biological or Cultivated Assets		_	-	_	_	_	_		_	_
Servitudes		_	_	_	_	_		_	_	_
Licences and Rights				_	- · · -	-	-	-	=	-
Intangible Assets			166	1,895	211				104	10
Computer Equipment Furniture and Office Equipment		189 255	156	1	301				623	62
Machinery and Equipment	1	182	123	!		-	-	-		-
		432	880	1,266	_	1,050		1,020	405	30
Transport Assets Libraries		432		1,200]	1,030	- 1,000	- 1,020	_	_
Zoo's, Marine and Non-biological Animals		_	_	_	_	_	_	_	_	i –
TOTAL CAPITAL EXPENDITURE - Asset class	+-	1,058	1,325	<u> </u>			 	-	1,132	1,03
TOTAL OVELLAT EVERTALIDIE - Wasser class	1	1,000	1,020	0,110	.,,,,,,	1,001	, ,,,,,,,,	,	,	

ASSET REGISTER SUMMARY - PPE (WDV)	5			1	ı			[
Roads Infrastructure	3									
	İ		- 13 ²					[
Storm water Infrastructure										
Electrical Infrastructure	1	1411 19	147.							
Water Supply Infrastructure		11								
Sanitation Infrastructure									1	
Solid Waste Infrastructure				1.0	18.56					
Rail Infrastructure										
Coastal Infrastructure			1.54	4.0						
Information and Communication Infrastructure										
Infrastructure			2001 4	201 - 7 (4 500) -						
		-	. "	-	-	-	_	-	-	-
Community Facilities			·							
Sport and Recreation Facilities				·			172			
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets							· ·	[4] a 4		
Revenue Generating								Difference of	:	
Non-revenue Generating		_	16,213	16,213	16,213	16,213	16,213	16,213	16,213	16,213
Investment properties		-	16,213	16,213	16,213	16,213	16,213	16,213	16,213	16,213
Operational Buildings		39,824	12,643	12,643	12,643	12,643	12,643	12,643	12,643	12,643
		1.1 1.199444696	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,040
Housing		a regardina se	155,141	tales.		4				
Other Assets		39,824	12,643	12,643	12,643	12,643	12,643	12,643	12,643	12,643
Biological or Cultivated Assets		2 798.7		45		l [*]			į	
Servitudes		*-		. 1,73						
Licences and Rights		87	87	1,517	1,517	1,517	1,517	1,517	1,517	1,517
Intangible Assets		87	87	1,517	1,517	1,517	1,517	1,517	1,517	1,517
Computer Equipment		1,885	1,517	3,009	3,220	4,811		4,915	5,019	5,019
							4,811			
Furniture and Office Equipment		3,021	2,945	2,757	3,058	3,092	3,092	3,715	4,338	4,338
Machinery and Equipment		1,075	978	911	911	911	911	911	911	911
Transport Assets		5,137	5,021	4,327	4,327	5,377	5,377	6,397	6,802	6,802
Libraries								2 - 750		
Zoo's, Marine and Non-biological Animals			1					· .		
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	51,030	39,404	41,376	41,888	44,563	44,563	46,310	47,442	47,442
		.,,,,,,,	00[151	,		7.,	11,000	10,010	,	,,,,,
EXPENDITURE OTHER ITEMS										
Depreciation	7	1,462	1,731	1,556	1,841	1,841	1,841	1,700	1,792	1,881
Repairs and Maintenance by Asset Class	3	475	627	784	631	631	631	1,000	1,060	1,120
Roads Infrastructure	-	_	_	_		_				
Storm water infrastructure		_	_	_	_	_	_	_	_	_
				_						
Electrical Infrastructure		_	-	-	_	_	-	-	-	-
Water Supply Infrastructure		-	-	_	-	-	-	-	-	_
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	_	-	_	-	-	_	-
Rail Infrastructure		-	-	-		-	_	_	_	_
Coastal Infrastructure		_	-		_	_] _	-	_	_
Information and Communication Infrastructure		_	_ !	_	_	i -	_	_	_	
Infrastructure				_		_				_
		_				1				1
Community Facilities		_	-	-	-	-	_	-	_	-
Sport and Recreation Facilities		.	-	-	_	-	_		_	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	_	_	-	-	_
Revenue Generating		_	-	_	_	_	_	-	_	_
Non-revenue Generating	1	_	_	_	_	_	_	-	_	_
Investment properties		_	_	_	_				<u>-</u>	
Operational Buildings		117	118	296	_	_	_	500	530	56
Housing				l		t .	1		330	
-		-	- 440	-	-	-				~
Other Assets		117	118	296	1 -	-	-	500	530	56
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		_	-	_	-	_	_	-	_	
Licences and Rights		_	_	_	_	_	_	-	_	-
Intangible Assets	ĺ	_	-	_		_		<u> </u>	_	_
_	ļ								!	
Computer Equipment	1	157	138	72	91	91	1		110	12
Furniture and Office Equipment		46	50	2	20		1		40	5
Machinery and Equipment		155	321	415	520	520	520	370	380	39
Transport Assets		-		-	_	- 1	-	_	-	_
Libraries		_	_	_	-	_	-	_	_	
Zoo's, Marine and Non-biological Animals		_	_ :	_	_	_	1 _	_	_	
of manner and man analogious community			-		!	!	ļ <u> </u>			ļ
TOTAL EXPENDITURE OTHER ITEMS		1,937	2,358	2,341	2,472	2,472	2,472	2,700	2,852	3,00

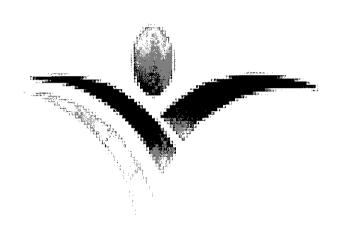
Explanatory notes to Table A10 - Basic Service Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services. This Table is not completed by the municipality as the basic services are provided by the Local Municipalities within the District and the required information is included in the budget documents of the respective Local Municipalities.

DC10 Sarah Baartman - Table A10 Consolidated basic service delivery measur	emer	nt 2014/15	2015/16	2016/17	Cu	rrent Year 2017/	18	2018/19 Medium	Term Revenue	& Expenditure
Description	Ref	Outcome	Outcome	Outcome	Original	Adjusted	Full Year	Budget Year 2018/19	Framework Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets	1				Budget	Budget	Forecast	2010/15	F1 2019/20	72 2020/21
Water:	ı i									
Piped water inside dwelling		- 1	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)	2	_			-	-	-	-	_	. <u>-</u>
Using public tap (at least min.service level) Other water supply (at least min.service level)	4	_	_	-	_	-	_	_	_	_
Minimum Service Level and Above sub-total				-	-	-		-	-	- "
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level) No water supply	4		-	-	<u>-</u>	-	- '	_	_	_
Below Minimum Service Level sub-total				-	-	-			_	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		- 1	-	-	-	-	-	-	-	
Flush toilet (with septic tank)		<u> </u>	-	-	-	-	-	-	-	
Chemical toilet Pit toilet (ventilated)		_	_	-	-		_	_	_	_
Other toilet provisions (> min.service level)		_	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-		-	-	-		-	-
Bucket toilet		-	-	-	-	- 1	-	-		-
Other toilet provisions (< min.service level) No toilet provisions			_		-		<u>-</u>		_	
No tollet provisions Below Minimum Service Level sub-total		-	-			-				-
Total number of households	5		-	-	-	-	_	-	-	
Energy:										1
Electricity (at least min.service level)		_	-	-	_	-	-	-	_	_
Electricity - prepaid (min.service level)		-	-	-	-	-	-		-	-
Minimum Service Level and Above sub-total		-	- 1	-	-	- 1	-	_	-	_
Electricity (< min.service level)		-	-	-	- -		-	_		
Electricity - prepaid (< min. service level) Other energy sources		_	_	_	-	_	_	_	_	_
Below Minimum Service Level sub-total		_	-		-	-	-	_		İ
Total number of households	5		-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-		_	-		_	
Removed less frequently than once a week Using communal refuse dump		_	_		_	_	_	_	_	_
Using own refuse dump		_	_ '	_	-	-	_	-	-	-
Other rubbish disposal		_	-	- '	_ !	-	_	-	-	-
No rubbish disposal				-	-		-	-	-	-
Below Minimum Service Level sub-total Total number of households	5	-	<u> </u>		_	-	-	 	-	-
Total redition of thouseholds	Ļ								/	
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	_	-		-		-	-
Sanitation (free minimum level service) Electricity/other energy (50kwh per household per month)			_	_	[_		_	_
Refuse (removed at least once a week)		_	_	_	_		_		-	_
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per Indigent household per month)	•	_	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	_	-	-	-	-	-	-	-
Electricity/other energy (50kwh per Indigent household per month) Refuse (removed once a week for indigent households)		-		_	-	_	_	_	_	
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		_	-	-		_] -	_	
Total cost of FBS provided		_	-		_	-	_	-		-
Highest level of free service provided per household	1									
Property rates (R value threshold)		-	_	-	-	_	_	-	-	-
Water (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)		_	_	-	_	_	_		_	
Sanitation (Rand per household per month) Electricity (kwh per household per month)		I	_	_] -	_	
Refuse (average litres per week)		_	_	_	-	_	_	-	_	_
Revenue cost of subsidised services provided (R'000)	9	1								
The state of the s		1								
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)		-	_	_	_	_	-	-	-	_
Property rates exemptions, reductions and rebates and Impermissable values in excess of										
section 17 of MPRA)		_	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per Indigent household per month) Sanitation (in excess of free sanitation service to Indigent households)		_	-	_	_	_		_	_	_
Samtation (in excess of free sanitation service to indigent households) Electricity/other energy (in excess of 50 kwh per indigent household per month)			_	_		1 -	_] -	_	1 -
Refuse (in excess of one removal a week for indigent households)			-	_	-	_	_	_	_	-
Municipal Housing - rental rebates		-	_	-	-	-	-	-		-
Housing - lop structure subsidies	6		-	-	-	-	-	-	-	-
Other Tatal supplied and spring provided				-	-	<u> </u>	-	- 	-	-
Total revenue cost of subsidised services provided		-	-	<u> </u>	-		_		!	-

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 2017) 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 2017. Key dates applicable to the process were:

	• •	
	01/03/2018 06/03/2018	1 st Budget Steering Committee meeting Mayoral Committee where draft budget presented and adopted
0	28/03/2018	Council to approve draft budget
		Public participation process
0	01/04/2018	Public participation pro-
	04/05/2018	Public participation ends 2 nd Budget Steering Committee meeting
0	07/05/2018	Mayoral Committee where draft budget presented and adopted
0	09/05/2018	Mayoral Committee where didn't budget
0	23/05/2018	Council to approve final budget Submit draft budget to National and Provincial Treasury
0	01/06/2018	Submit draft budget to National and From

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 5year IDP included the following key processes and deliverables:

Registration of local municipality and community needs;

- o Compilation of departmental business plans including key performance indicators and taraets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- Review of the performance management and monitoring processes.

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

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

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2018/19 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 2018/19 MTREF:

- Dependence on grant funding
- Dependence on interest income
- Consequences of the utilisation of the accumulated surplus
- Policy priorities and strategic objectives
- Amended strategies emanating from the Strategic Plan
- Economic climate and trends
- Performance trends
- The approved 2017/18 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- o Investment possibilities
- Improved and sustainable service delivery.

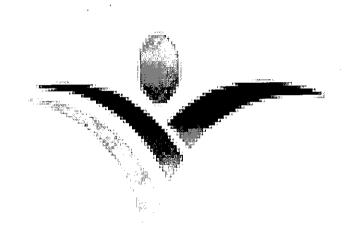
In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 66, 70, 74, 78, 82, 85, 86, 88, 89 and 91 has been taken into consideration in the planning and prioritisation process.

Community Consultation

The draft 2018/19 MTREF as tabled before Council on 28 March 2018 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 2018/19 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 2018/19 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 2018/19 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

Strategic Objective It thousand NFRASTRUCTURE INVESTMENT SAPACITY BUILDING AND SUPPORT TO LM'S CONOMIC DEVELOPMENT SOMMUNITY AND SOCIAL SERVICES NSTITUTIONAL DEVELOPMENT		Code	Ref	Audited Outcome 7,107 100,912 30	Audited Outcome 10,518 117,294	Audited Outcome 3,261 105,509	Original Budget 4,725 115,062	Adjusted Budget 7,244 82,754	Full Year Forecast 7,244 82,754	2018/19 2,240 111,608	Budget Year +1 2019/20 3,596 108,109	2020/21 3,602 112,034
FRASTRUCTURE INVESTMENT APACITY BUILDING AND SUPPORT TO LM'S CONOMIC DEVELOPMENT COMMUNITY AND SOCIAL SERVICES		200		7,107 100,912 30	10,518	-3,261 105,509	4,725 115,062	82,754	82,754	111,608	108,109	112,034
				1,370	· · · · · · · · · · · · · · · · · · ·	4,848	6,000 14,567	17,327 39,892	17,327 39,892	4,507 14,193	873 13,138	894 13,467
Allocations to other priorities	:		2	-			140,354	147,217	147,217	132,54	3 125,716	129,9

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

DC10 Sarah Baartman - Su Strategic Objective	Goal	Goal Code		2014/15	2015/16	2016/17		rrent Year 2017/1	18	2018/19 Mediu	m Term Revenue Framework	
R thousand		İ	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	2020/21
NFRASTRUCTURE NVESTMENT	15 17 F 6348 TW			20,864	20,479	2,642	4,881	7,244	7,244	4,883	4,731	4,785
CAPACITY BUILDING AND SUPPORT TO LM'S	以 。			68,121	62,551	55,825	82,859	82,754	82,754	72,130	71,291	74,352
	:			9,691	11,947	23,235	14,819	17,327	17,327	18,745	18,175	18,676
ECONOMIC DEVELOPMENT				5,057 ;		1						
COMMUNITY AND SOCIAL SERVICES				28,381	36,939	45,923	37,795	39,892	35,096	36,789	31,517	32,185
INSTITUTIONAL				Section 1	e V			#	.1	y land		
DEVELOPMENT												
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Allocations to other priorities Total Expenditure	. <u> </u>		1	117,057	131,916	127,62	5 140,35	147,217	7 142,42	21 132,5	47 125,71	4 129,9

DC10 Sarah Baartman - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure) 2018/19 Medium Term Revenue & Expenditure Goal Current Year 2017/18 2015/16 2016/17 2014/15 Strategic Objective Code Ref Budget Year +1 Budget Year +2 2019/20 2020/21 Budget Year 2018/19 Fuil Year Audited Audited Audited Original Adjusted Outcome Outcome Outcome Budget Budget Forecast R thousand 1,032 1,012 3,295 3,295 1,747 1,132 Not linked to IDP strategic objectives due to the nature of the entity - no 1,403 Ą 1,058 6,113 infrastructure assets В C D Ε F G н ι K L М 0

1,403

6,113

1,012

3,295

3,295

1,747

1,132

1,032

3

1,058

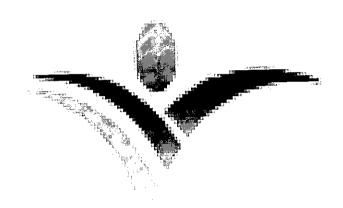
Allocations to other priorities

Total Capital Expenditure

C10 Sarah Baartman - Supporting Table			2014/15	2015/16	2016/17	0	Current Year 2017	7/18	2018/19 Mediu	m Term Revenue Framework	& Expenditure
Description	Unit of measure	ment	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Fuil Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	2020/21
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And so on for the rest of the Votes	l.			and each vote (N							

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		2014/15	2015/16	2016/17	Ç	urrent Year 2017	118	2018/19 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 2018/19	Budget Year +1 B 2019/20	udget Year +2 2020/21
Entity 1 • (name of entity) Insert measure/s description								-	·	
Entity 2 - (name of entity)			:	<u> </u>	 			-		
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Entity 3 - (name of entity) Insert measure/s description								-		<u>-</u> .
And so on for the rest of the Entities	 						<u> </u>			



Measurable Performance Objectives & Indicators

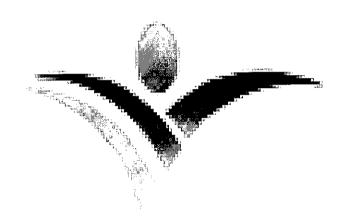
MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

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	SAS Performance indicators and be-	2014/15	2015/16	2016/17		Curren	it Year 201	17/18		2018/19 M Expe	edium Term Ro nditure Framev	vork
Description of financial indicator	Basis of calculation	Audited Outcome	Audited Outcome	Audited Outcome	Orlginal Budget	Adjusted Budget			Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
rrowing Management						ļ			Į.			İ
Credit Rating		42.6%	-24.3%	-10.9%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%
	Interest & Principal Paid /Operating Expenditure	42.070	İ	İ		0.00		0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing //Own Revenue	249.2%	-98,8%	-51.3%	0.0%	0.0%	1	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%		0.075	-,			
<u>afety of Capital</u> Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%
<u>iquidity</u>	N. L. GEGG	6.1	8.0	5.7	-		10.0	10.2	10.2		1	1
Current Ratio Current Ratio adjusted for aged debtors	Current assets/current liabilities Current assets less debtors > 90 days/current liabilities	l .	8.0	5.7	-		10.0	10.2	10.2	l		
Limitality Datio	Monetary Assets/Current Liabilities	6.0	7.8	5.5	-	1	10.0	10.1	10.1	7.6	7.	'\ '
Liquidity Ratio Revenue Management Annual Debtors Collection Rate (Payment Level			0.0%	0.0%	0.0%	0.0%	6	0,0%	0.0%	0.0%	0.0%	0.0%
%) Current Debtors Collection Rate (Cash receipts		0.0%	0.0%	0.0%	0.0%	0,09	%	0.0%	0.0%	0.0%	0.0%	0.0%
% of Ratepayer & Other revenue) Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual	3.6%	6.2%	8.1%	0.0%	1.29	%	1.2%	1.2%	3.2%	3,3%	3.2%
Longstanding Debtors Recovered	Revenue Debtors > 12 Mths Recovered/Total Debtors	21.									1	
	> 12 Months Old											
Creditors Management Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(e))				,			04.407	24.1%	30.8%	30.6%	30.3%
Creditors to Cash and Investments		34.4%	26.0%	33,1%	0.0%	24.	1%	24.1%	24.176	30.5%		
Other Indicators	Total Volume Losses (kW)			i						1		
	Total Cost of Losses (Rand '000)											
Electricity Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated	·										
	Total Volume Losses (kt)										ļ	
	Total Cost of Losses (Rand '000)						ļ					
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated	1									38,3%	39.69
Employee costs	Employee costs/(Total Revenue - capital revenue)	31.8%	30.2%	30.4%	34.2%		2.6%	29.3%	29.3%	33.9% 44,5%		
Remuneration	Total remuneration/(Total Revenue - capit revenue)	al 39.6%	33.9%	42.3%	42.6%		0.6%	39.7%		0.8%		
Repairs & Maintenance	R&W(Total Revenue excluding capital revenue)	0.4%	0.5%	0.7%	0.4%		0.4%	0.4%	1.4%			
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.3%	1.4%	1,4%	1.5%		1.4%	1.4%	1.470	1,570		
IDP regulation financial viability indicators											25	2.1
ì, Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)		(1.5)	6.9	1.5	2.8	2.8			3.4	2.5	
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	313.9	% 553.5	652.7%	6 0.0		127.3%	127.3%	127.3	İ	12.1	12.2
iji, Cost coverage	(Available cash + Investments)/monthly operational expenditure	fixed	27.7	9.1	11.9	11.9	11.4	11	i.9	11.9	14.1	

now some Bandman Supporting Table SA10 Funding measurement	a measureme	Ĕ								O	Cynonditure
DOTO Salah Daaninan Supporting Surrections		2014/15	2015/16	2016/17		Current Year 2017/18	r 2017/18		Z018/19 Mediu	2018/19 Medium Term Reveiue & Experience Framework	
Description	MFMA Ref		Audited	Audited	Original	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
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 debtons % change - incr(decr) Long term receivables % change - incr(decr) Asset renewal % of capital budget	18(1)b 1 18(1)b 2 18(1)b 18(1)a (2) 18(1)a (2) 18(1)a (2) 18(1)c 18(1)c 18(1)a	0000000 1 83,985 2 7.7 4 (7,639) 5 63.1% 6 63.1% 7 0.0% 8 100.0% 9 0.0% 10 N.A. 12 N.A. 13 1.9% 14 0.0%		104,944 188,946 11.9 (13,959) (6.0%) 19.5% 0.0% 100.0% 15.6% 26.8% 4.4% 0.0%	105,041 177,650 11.9 (6.0%) 100.0% 0.0% 0.0% (100.0%) 0.0% 0.0%	103,758 225,923 11.4 0 (6.0%) 82.8% 0.0% 100.0% 0.0% 3.7% 0.0%	103,758 229,999 11.9 4,796 (6.0%) 82.8% 0.0% 0.0% 0.0% 0.0% 0.0%	103,758 229,999 11.9 4,796 (6.0%) 82.8% 0.0% 100.0% 0.0% 0.0% 5.9% 0.0%	103,971 221,985 12.1 (6.0%) 122.8% 0.0% 100.0% 0.0% 144.6% 0.0% 6.4% 0.0%	104,631 217,792 12.2 12.2 6.0%) 89,5% 0.0% 0.0% 0.0% 0.0% 5.8% 0.0%	105,480 214,721 11.9 (6.0%) 82.8% 0.0% 0.0% 0.0% 0.0% 5.3% 0.0%



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:

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

The following amendments to the policies were made:

Supply Chain Management Policy

CURRENT

Part 4: Other matters

- Prohibition on awards to persons whose tax matters are not in order 46.
- If SARS does not respond within 7 days of request for confirmation in terms of subparagraph (2), such person's tax matters may for purposes of subparagraph (1) be (3)presumed to be in order. (DELETED)

REVISED

(The current paragraph 3 has been deleted and replaced by paragraphs 3 to 6 below)

- As a bid condition, request bidders to register on government's Central Supplier Database (CSD) and include in their quotations or bids, their CSD Master Registration (3) Number or tax compliance status PIN to enable the municipality to verify the bidder's tax compliance status.
- Where a supplier does not submit a tax compliance status PIN but provides a CSD number, the accounting officer should utilise the CSD number via its website (4)

www.csd.gov.za to access the supplier records and verify tax compliance status. A printed screen view at the time of verification should then be attached to the supplier's

records for audit purposes.

Where the recommended bidder is not tax compliant, the bidder should be notified of their non-compliant status and the bidder must be requested to submit to the (5) municipality, within 7 working days, written proof from SARS of their tax compliance status or proof from SARS that they have made an arrangement to meet their outstanding tax obligations. The proof of tax compliance status submitted by the bidder to the municipality or municipal entity must be verified via the CSD or e-Filing.

The accounting officer should reject a bid submitted by the bidder if such a bidder fails to provide proof of tax compliance status within the timeframe in paragraph 46(5). (6)

CURRENT

- Public invitation for competitive bids 23.
- The procedure for the invitation of competitive bids is as follows: (1)
- any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the (a) municipality and in any other appropriate manner (which may include an advertisement on the ETender Portal); and

REVISED.

any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the (a) municipality and in any other appropriate manner (which includes an advertisement on the ETender Portal); and

CURRENT

Procedure for handling, opening and recording of bids 24.

The procedures for the handling, opening and recording of bids, are as follows:

- The designated official opening received bids must -(d)
- publish the entries in the aforesaid register and the bid results on the website of the (iii) municipality.

REVISED

publish the entries in the aforesaid register and the bid results on the website of the (iii) municipality and the ETender Portal.

CURRENT

Contract Management - issue of variation orders 55.

The original copy of an issued variation order must be filed with the original bid and (f) contract documents:

REVISED

The copy of an issued variation order must be filed with the original bid and contract (f) documents:

Virement Policy

CURRENT

- 1. Definitions
- "Vote" means one of the main segments into which a budget of a municipality is divided for the appropriation of funds for the different departments or functional areas 13. of the municipality; and which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.

REVISED

"Function segment" of mSCOA provides for the classification of the transaction according to the function (and sub-functions) or service delivery objective 13.

All references in Policy of "Vote" changed to "Function Segment"

CURRENT

6. Virement Restrictions (ends with paragraph "o")

REVISED

(add paragraphs "p" and "q" to section 6 of Virement policy)

- Virements may not be made from the repairs and maintenance project in the mSCOA p. project segment.
- Virements may not take place between the different funding sources, except between own revenue and equitable share/levy replacement grant. q.

Banking And Investment Policy

REVISED INDEX

Delete:

Annexure B: National Regulations: Cash Management and Investment Regulations Annexure C Investment Quotation

Delete any further reference to Annexure B and Annexure C

CURRENT

Cash Collection 3.1

All monies due to the municipality must be collected as soon as possible, either on or immediately after due date, and banked on a daily basis.

REVISED.

Cash Collection 3.1

All monies due to the municipality must be collected as soon as possible, either on or immediately after due date and banked monthly or once an amount of R2 000 has been received.

Sundry Financial Policies

9. Grant Income

CURRENT

9.2.3. Recording of the grant

When the Finance Manager is satisfied that the grant was applied in accordance with the specified condition, an amount, equal to that which has met the grant condition, will be transferred from the creditor / deferred income account to a revenue account and be disclosed as such on the statement of financial performance.

REVISED

9.2.3. Recording of the grant

Once the grant has been applied in accordance with the specified condition, an amount,

equal to that which has met the grant condition, will be transferred from the creditor / deferred income account to a revenue account (inclusive of VAT) and be disclosed as such on the statement of financial performance.

11. Value Added Tax

CURRENT

11.1. Introduction

It is important that the municipality submit VAT returns timeously and accurately in accordance with all VAT related legislation. Furthermore general operational procedures should be in place to ensure the effective and efficient working of VAT related administration. VAT is calculated based on the payments system.

REVISED

11.1. Introduction

It is important that the municipality submit VAT returns timeously and accurately in accordance with all VAT related legislation. Furthermore general operational procedures should be in place to ensure the effective and efficient working of VAT related administration. VAT is calculated based on the invoice basis.

CURRENT

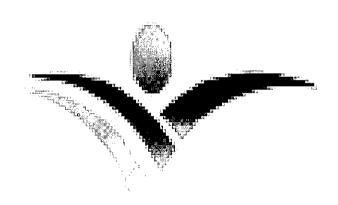
11.2.1 Completion and submission

Monthly / two monthly VAT201 returns should be completed and submitted to SARS on / before the 25th day of the month following on the month in which a VAT period ends.

REVISED

11.2.2 Completion and submission

Monthly VAT201 returns should be completed and submitted to SARS on / before the 25th day of the month (for e-filing on/before last day of the month) following the month in which a VAT period ends.



Overview Of Budget Assumptions

OVERVIEW OF BUDGET ASSUMPTIONS

The 2018/19 – 2020/21 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 (in accordance with National Treasury)

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.

South African Economy (in accordance with National Treasury)

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. Several business indices also point to an improving outlook.

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.

Employment

Unemployment stood at 26.5 per cent in the fourth quarter of 2016. Taken together, mining and manufacturing employment declined by 80 306 jobs in 2016. The services sector created 119 189 jobs over the same period.

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. About 7 per cent of university graduates are unemployed, compared with 27 per cent of those who have completed only matric.

University graduates have far greater employment potential than those who have only obtained a matric certificate. The lack of opportunities to enter the workforce to gain experience, coupled with poor school education and limited networks, consigns many young work-seekers to long-term unemployment.

Improved labour relations are expected to boost employment growth. As Figure 2.1 shows, the number of workdays lost to strikes has fallen sharply from 2014, when nearly 12 million workdays were lost due to protracted strikes in mining and manufacturing. A petroleum sector strike accounted for the bulk of workdays lost during 2016.

Government, business and labour have agreed on the need for a minimum wage, which is expected to be introduced in May 2018 at R20 per hour. The National Economic Development and Labour Council has also agreed on several reforms to provide employers and employees with mechanisms to resolve disputes more effectively and minimise the potential for protracted or violent industrial action.

Household consumption

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. Durable goods consumption is sensitive to consumer confidence. Items in this category (such as cars and major appliances) are often expensive, do not require urgent replacement and can be paid off over time. Household spending is projected to increase by 1.3 per cent this year and 2 per cent in 2018 in response to moderate employment growth, improved consumer confidence and lower inflation.

With low levels of consumer confidence, households are reluctant to take on new debt. The number of credit applications has fallen and credit extension growth has been slow. The ratio of household debt to disposable income declined to 74 per cent in the third quarter of 2016 from 76.9 per cent in 2015. Although the drop in household debt has reduced consumption growth, over time it should create conditions for more sustainable household expenditure patterns.

Investment

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. As Figure 2.2 shows, investment by private businesses suffered the largest decline. 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. However, levels of domestic savings remain insufficient to fund investment expenditure.

South Africa's level of investment remains relatively low, with the ratio of investment to GDP at just over 20 per cent in 2015, compared with over 40 per cent for China, and over 30 per cent for India and Indonesia. The NDP targets an investment ratio of 30 per cent of GDP by 2030, of which 10 per cent is expected to come from the public sector.

Balance of payments

The current account deficit remained stable during 2016. A decline in import volumes and gains in the terms of trade were offset by a contraction in export volumes. The current account deficit stood at 4.1 per cent in the third quarter of 2016, down from 4.3 per cent recorded in 2015. The persistent current account deficit reflects insufficient levels of domestic savings to fund domestic investment and the high reliance on foreign savings. This increases South Africa's vulnerability to capital outflows.

Export volumes decreased by 1 per cent in the first three quarters of 2016. Over the same period, the value of exports increased by 8.1 per cent, led by agricultural, manufacturing and precious metals items. Exports to Europe recorded the strongest growth in value terms, while exports to sub-Saharan Africa increased by 3 per cent in line with the slower growth in the region. Export growth is expected to reach 5 per cent in 2019, supported by higher global growth, fewer mining safety stoppages and sustained real depreciation of the rand.

The broad decline in imports during the first three quarters of 2016 included petroleum oils, locomotives, vehicles, industrial machinery, computing equipment and electrical machinery. Over the medium term, imports are expected to recover in line with domestic demand. Higher exports will in turn boost imports, because large exporters tend to be major importers of intermediate inputs.

Export prices increased faster than import prices over the first three quarters of the year, driven by the uptick in commodity prices. This improvement in the terms of trade was reflected in higher nominal GDP and stronger growth in corporate income tax revenue. Moderate terms-of trade gains should continue in 2017 but dissipate towards the end of the forecast period. The current account deficit is expected to remain at about 4 per cent over the medium term.

Despite some volatility related to the threat of a credit-rating downgrade, the current account continued to be funded mainly by net portfolio flows.

Net capital flows declined to 2.5 per cent of GDP in the first three quarters of 2016 compared with 3.3 per cent of GDP over the same period in 2015.

Inbound foreign direct investment was R26.9 billion in the first three quarters of 2016 compared with R22.1 billion for all of 2015. Capital flows are expected to remain volatile over the medium term.

Inflation

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.

Therefore, stronger and more inclusive growth is required to address unemployment, poverty and inequality. Government continues to work with business and labour to improve confidence and boost investment. Over the medium term, these efforts will be focused on rapidly changing the structure of the economy and creating new opportunities for more inclusive growth.

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)

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.
- o 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.

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

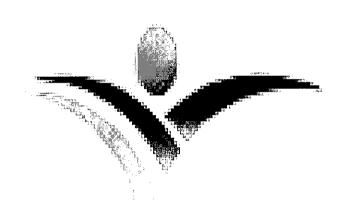
Summary of Budget Assumptions

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	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Demographics					
Population (Census 2011)					
Economic					
Inflation / inflation outlook (CPIX)	5,4	5,8	0'9	6,4	5,2
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A
Interest rate investment	6.5	6.5	0'2	0,7	7,5
Remuneration increases	6.8	6.0	2,0	0,7	7,1
Collection Rates					
Property tax / services charges	n/a	n/a	n/a	n/a	n/a
Rental of facilities & equipment	%/6	%86	%66	100%	%/6
Interest – external investments	100%	100%	100%	100%	100%
Interest – debtors	%26	%86	%66	100%	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 2017/2018 financial year forecasts an operating surplus of R4.7 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 2017/2018
Revenue	147.2
Expenditure	142.4
Operating Surplus	4.7

Revenue exceeds Expenditure by an amount of R4.7 million.

BUDGET STRATEGIES

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

FINANCIAL CHALLENGES AND CONSTRAINTS

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

The SBDM still faces two main financial challenges:

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

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

Over the last few years, staff numbers as per the organogram 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 4.1%, 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 R88.3 million for the 2018/2019 financial year. The allocations for the outer years are R92.8 million and R96.7 million respectively, which represents an increase of 5.1% and 4.2% 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 2018/2019 financial year amounts to R102.8 million, this excludes other Income.

These are:

Income Source	Budget 2017/2018	Budget 2018/2019	Increase/ Decrease
	R	R	%
Interest on Investments	18.0	17.0	(5.5)
Equitable Share	22.6	24.2	7.1
Levy Replacement Grant	62.2	64.1	3.1
Total	102.8	105.3	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.

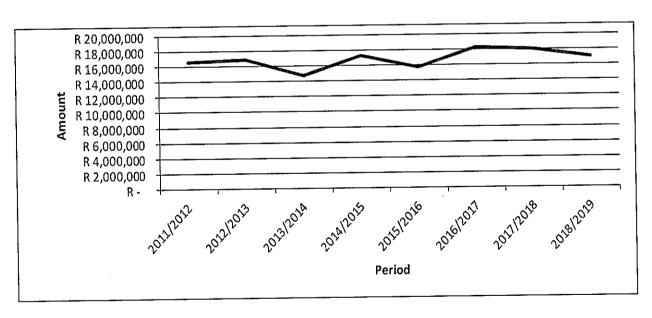
Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

- o 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 2018/19 Operating Budget it is estimated that an amount of R17 million will be used to finance operating expenditure. This represents 16.1% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 7% being earned in the 2017/18 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. 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. 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 2018/2019 financial year is detailed in Annexure "E".

Funding sources

The capital expenditure will be funded from Accumulated Surpluses. In 2018/2019 financial year, approximately R1.7 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 35%
- Cost coverage ratio should cover at least one month.

The table below reflects the projected ratios of the Sarah Baartman District Municipality.

	Benchmark	2016/17	2017/18	2018/19
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	35%	33%	39%	40%

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 40% of the total expenditure including project expenditure for the 2018/19 financial year. It should however be pointed out that the payroll costs as a percentage of the discretionary revenue is 49%.

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.

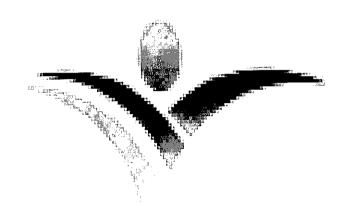
For the 2018/19 financial year tariff increases for the major services were driven by the following broad considerations:

- o 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

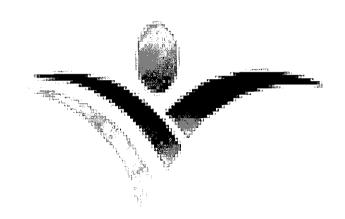
OC10 Sarah Baartman - Supporting Table S Description	Ref	2014/15	2015/16	2016/17	Cı	ırrent Year 2017/	118	2018/19 Me	dium Term Revenue Framework	& Expenditure
R thousand	'	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
RECEIPTS:	1, 2									
Operating Transfers and Grants	1		ļ							
National Government: Local Government Equitable Share RSC Levy Replacement Finance Management		85,538 22,501 57,507 1,250 934	86,282 21,827 58,932 1,250 940	86,525 22,641 59,373 1,250	89,310 22,641 62,184 1,250	89,310 22,641 62,184 1,250	89,310 22,641 62,184 1,250	92,582 24,262 64,080 1,000	96,159 26,823 65,964 1,000	100,281 29,025 67,747 1,000
Municipal Systems Improvement Other transfers/grants [insert description]		3,346	3,333	3,261	3,235	3,235	3,235	3,240	2,372	2,509
Provincial Government: Pensioners Other grants		3,846 3,846	9,15 0 4,983 4,167		<u> </u>	: <u>1</u>	- - - -		-	_
District Municipality:		_	_	_	1,000	1,000	1,000			
Local Municipality	-	1 -	٠ -	_	1,000	1,000	1,000			
Other grant providers:		_	_		_	_	_			
Total Operating Transfers and Grants	5	89,384	95,432	86,525	90,310	90,310	90,310	92,582	96,159	100,28
Capital Transfers and Grants	T				ļ					
National Government: Other capital transfers/grants [insert desc]	!	-	<u>-</u>	-	<u>-</u>	-		<u>.</u>		_
Provincial Government:		_			<u>-</u>	-		<u> </u>		
Other capital transfers/grants [insert description]	!			· ·	*					
District Municipality: Local Municipality			-	_	_				-	_
Other grant providers: [insert description]				-			_	_	_	
Total Capital Transfers and Grants	5	<u> </u>	-	-	-			_	_	
TOTAL RECEIPTS OF TRANSFERS & GRANTS	 -	89,384	95,432	86,525	90,310	90,310	90,310	92,582	96,159	100,28

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

Description	Ref	2014/15	2015/16	2016/17	Cu	rrent Year 2017/1	8	ZU18/19 MEGIL	ım Term Revenue 8 Framework	r — xpenunure
R thousand		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
EXPENDITURE:	1				i					
Operating expenditure of Transfers and Grants				İ						İ
National Government:		85,538	86,282	86,525	89,310	89,310	89,310	92,582	96,159	100,28
Local Government Equitable Share		22,501	21,827	22,641	22,641	22,641	22,641	24,262	26,823	29,02
RSC Levy Replacement	-	57,507	58,932	59,373	62,184	62,184	62,184	64,080	65,964	67,74
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000	1,00
Municipal Systems Improvement		934	940			1,480		-	1	- A ₂₀
Managar ayasana migrayanan										
Other transfers/grants [insert description]		3,346	3,333	3,261	3,235	3,235	3,235	3,240	2,372	2,50
Provincial Government:		_	-	_	_	_	-	_	-	
-		-	Edition and	15		펀.				
Other grants						. 28				
District Municipality:		_	_	_	1,000	1,000	1,000		-	
Local Municipality		_	_		1,000	1,000	1,000	_		
			1.7			4				
Other grant providers:		_	_			_			_	
[insert description]										** .
Total operating expenditure of Transfers and Grants:		85,538	86,282	86,525	90,310	90,310	90,310	92,582	96,159	100,2
Capital expenditure of Transfers and Grants										
National Government:		_	-	_		_	-	-		
						112				
Other capital transfers/grants [insert desc]										
Provincial Government:			_	-			-			
Other capital transfers/grants [insert description]										
District Municipality:		_	_		_	<u> </u>	_	-	-	
Local Municipality										
Other grant providers:				_	_	_	_	_	_	
[insert description]										
Total capital expenditure of Transfers and Grants	-	-	-	-	_	_	-	_	-	
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		85,538	86,282	86,525	90,310	90,310	90,310	92,582	96,15	9 100,2

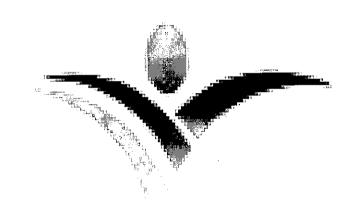
DC10 Serah Baartman - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2014/15	2015/16	2016/17	Cu	rrent Year 2017/1	8		n Term Revenue Framework	
thousand		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
Operating transfers and grants:	1,3								ļ	
National Government:										
Balance unspent at beginning of the year		1541	e de la companya della companya della companya de la companya dell	. jib. i		80s.		00 500	66.450	100,281
Current year receipts		85,538	86,282	86,525	89,310	89,310	89,310	92,582	96,159 96,159	100,281
Conditions met - transferred to revenue		85,538	86,282	86,525	89,310	89,310	89,310	92,582	90,109	100,201
Conditions still to be met - transferred to liabilities		160	· Lav.	4	'	, \$15°	1	(F)		
Provincial Government:								i.,	l	
Balance unspent at beginning of the year		1,235	-1-1-1-1 (Fe)	1.7		[44 - 41		e e	4.0	
Current year receipts		598	9,150		201.00			1. 8		
Conditions met - transferred to revenue		1,833	9,150							
Conditions still to be met - transferred to liabilities		192 0	11 SEC. 11	PE 1		178		# 150V	3.02	1
District Municipality:				. 1						
Balance unspent at beginning of the year		3,114		1.	. 122	1000	4 000		ar tigelia	
Current year receipts	1			<u> </u>	1,000	1,000	1,000		- -	
Conditions met - transferred to revenue		1,557	-		1,000	1,000	1,000		ļ <u> </u>	 -
Conditions still to be met - transferred to liabilities		1,557						·	1 .	
Other grant providers:						· .				
Balance unspent at beginning of the year		456	4.		4					1
Current year receipts		1			·	4.1			<u> </u>	
Conditions met - transferred to revenue		456	-				-			<u> </u>
Conditions still to be met - transferred to liabilities								00 500	96,159	100,28
Total operating transfers and grants revenue	<u> </u>	89,384	95,432	86,525	90,310	90,310	90,310	92,582	90,109	100,20
Total operating transfers and grants - CTBM	2	1,557							ļ <u>-</u>	
Capital transfers and grants:	1,3		l	l l	i					1
National Government:	1,0									
Balance unspent at beginning of the year		1								
Current year receipts			*	1				.]		<u> </u>
Conditions met - transferred to revenue		_	-		-	_	-	-		<u> </u>
Conditions still to be met - transferred to liabilities			100	 	<u> </u>	1				
Provincial Government:					1			ì		
				İ					1	
Balance unspent at beginning of the year					ļ					
Current year receipts Conditions met - transferred to revenue	l		 			 -		-	_	-
Conditions still to be met - transferred to liabilities				-			-			
li de la companya de la companya de la companya de la companya de la companya de la companya de la companya de			1						•	
District Municipality: Balance unspent at beginning of the year					I			1		
			1					l		
Current year receipts Conditions met - transferred to revenue				_				_		
Conditions still to be met - transferred to liabilities	ļ				l					ı
Other grant providers:						1		1		
Balance unspent at beginning of the year	ļ				}					
Current year receipts										
Conditions met - transferred to revenue		_	_			=				
Conditions still to be met - transferred to liabilities		_			-					
	+		_						·	·
Total capital transfers and grants revenue					 		† <u>-</u>			
Total capital transfers and grants - CTBM	- 4	-			- 		00.24	92,58	96,15	9 100,2
TOTAL TRANSFERS AND GRANTS REVENUE		89,38					90,31	_		
TOTAL TRANSFERS AND GRANTS - CTBM		1,55	7 -	-		·				



Allocation And Grants Made By The Municipality

Description	Re	•	2014/15	2015/16	2016/17		Current Yes	ar 2017/18			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 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash Transfers to other municipalities						ļ				20 500	\$0.500	10,500
Environmental Health Subsidy	1	1	9,020	9,500	10,093	10,000	10,000	10,000	10,000	10,500 8,925	10,500 8,925	8,925
Fire Services			2,125	4,732	10,000	8,500	8,500	8,500	8,500	0,925	0,925	0,920
74'						45.500	40 500	18,500	18,500	19,425	19,425	19,425
Total Cash Transfers To Municipalities:		_	11,145	14,232	20,093	18,500	18,500	10,500	10,300	19,425	15,425	
Cash Transfers to Entities/Other External Mechanisms	i		İ					ļ			ļ	İ
Environmental Health Subsidy	1 2	2		5		1000		:.				F 500
Development Agency			4,000	1,000	4,500	5,000	5,000	5,000	5,000	5,500	1	5,500
Grant operating expenditure			7,343	12,575	3,862	4,485	4,485	4,485	4,485	4,240		4,240
Total Cash Transfers To Entities/Ems'		1	11,343	13,575	8,362	9,485	9,485	9,485	9,485	9,740	9,740	9,740
		_										
Cash Transfers to other Organs of State							l					1
Environmental Health Subsidy	- 1:	3				1.3	JK :			- 3.7		
	- 1	Ì	V 10.	1 74		:	1.		12 h		1 40	
	- 3						\$31		2.52.5		1,04%	
Total Cash Transfers To Other Organs Of State:			-							-		ļ. <u> </u>
Cash Transfers to Organisations	- 1	- [ļ					i		ļ
Environmental Health Subsidy	l i]			1		
4.0	1									ļ·	-	
Total Cash Transfers To Organisations	- "					_	<u> </u>				 	-
					1	l	1		1	i	į .	
Cash Transfers to Groups of Individuals	- 1									Į.		
Environmental Health Subsidy						1				1		
							<u> </u>				<u> </u>	—— <u> </u>
Total Cash Transfers To Groups Of Individuals:												
TOTAL CASH TRANSFERS AND GRANTS		6	22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,16	5 29,165	29,16
							<u> </u>	· ·	-	-	1	T -
Non-Cash Transfers to other municipalities	- 1					ŀ						
Insert description		1		-		1		1	i	1		1
							ì	1	1			
		-				<u>-</u>				-	-	T
Total Non-Cash Transfers To Municipalities:		-									T	
N. C. L. T 4. E. Litte a Other External Machanisms	- 1						1		1		į.	
Non-Cash Transfers to Entities/Other External Mechanisms Environmental Health Subsidy		2										ļ
Environmental nearth Subsidy		- 1				1		l		1		
,	l.				1]		1			
Total Non-Cash Transfers To Entitles/Ems'			-	-	-	=				_		
Total Notificial Transfers To Endago End									1	1		1
Non-Cash Transfers to other Organs of State	- 1			1					1	Į.	1	
Environmental Health Subsidy	-	3				i i						
E Men Office and a second of the second of t	1	- 1			ļ	1	•		1	1		
	ŀ											-
Total Non-Cash Transfers To Other Organs Of State:						_				ļ <u> </u>		<u></u>
		1		1		1	1		1		1	
Non-Cash Grants to Organisations	i					1						
Environmental Health Subsidy		4							1			
					1		1		1			
				1					<u> </u>			-
Total Non-Cash Grants To Organisations		_		<u></u>	=		<u> </u>	 	 	_ _	-	-
					1			1				
Groups of Individuals	İ	_								1		
Environmental Health Subsidy	i	5				1						1
				!				1				
				- -	 -					_		
Total Non-Cash Grants To Groups Of Individuals:								 				-
TOTAL NON-CASH TRANSFERS AND GRANTS					-			-				
						6 27,98						



Councillor and Board Members Allowances and Employee Benefits

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

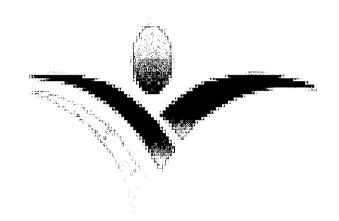
Summary of Employee and Councillor remuneration	Ref	2014/15	2015/16	2016/17	Cu	rrent Year 2017/1	8	2018/19 Mediu	ım Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	11	A	В	С	D	E	F	G	Н	1
Councillors (Political Office Bearers plus Other)		İ								5.700
Basic Salaries and Wages	1 1	4,158	4,363	4,338	4,748	4,748	4,748	5,012	5,363	5,738
Pension and UIF Contributions			-			į.	_	-	: -	1 2
Medical Aid Contributions			-	. S				-	0.707	1 11
Motor Vehicle Allowance		1,381	1,415	1,419	1,547	1,547	1,547	2,549	2,727	2,918
Cellphone Allowance		250	210	165	286	-286	286	490	524	
Housing Allowances		-	- A	* -			T0.			- 0
Other benefits and allowances		618	619	454	1, <u>06</u> 3	1,063	1,063	130	139)
Sub Total - Councillors	.	6,407	6,607	6,376	7,644	7,644	7,644	8,180	8,753	1
% Increase	4		3.1%	(3.5%)	19.9%	-	-	7.0%	7.0%	1.0%
Senior Managers of the Municipality	2	ļ				-			(4.400	474
Basic Salaries and Wages		4,592	4,924	3,573	5,239	5,239	5,239	4,142	4,432	4,742
Pension and UIF Contributions		415	436	93	.102	102	102	1	-	
Medical Aid Contributions		60	61	53	62	62	62	-		-
Overtime		_?	s	_	-	.70	_			322
Performance Bonus		164	325	64	310	310	310		301	
Motor Vehicle Allowance	3	564	564	324	516	516	516			·
Cellphone Allowance	3	. 25	25	27	37	37	37	1	27	· 1
Housing Allowances	3	6	7	9	10	10	10			7 8
Other benefits and allowances	3	148	153	113	159	159	159			
Payments in lieu of leave		1	_	2	-		_	-		-
Long service awards			<u>.</u>	-	-,	<u> </u>		_	_	_
Post-retirement benefit obligations	6	-	-	_	<u> </u>	:				
Sub Total - Senior Managers of Municipality		5,974	6,495	4,258	6,435	6,435	6,435			
% increase	4	İ	8.7%	(34.4%)	51.1%	-	-	(19.7%	7.0%	6 7.0%
Other Municipal Staff										_
Basic Salaries and Wages		19,040	16,768	23,777	28,930	28,930	28,930			,
Pension and UIF Contributions	1	1,791	1,431	1,547	2,116		2,116			
Medical Aid Contributions		4,631	6,681	4,778	5,361	5,361	5,36	932		
Overtime		321	-	247] -	-			4.00	1
Performance Bonus		575	640		980	980	980			
Motor Vehicle Allowance	3	958	940		1,050	1	1,056		i i	
Celiphone Allowance	3	135	135	1	1	1	14	L .	1	
Housing Allowances	3	105	117		1		21		L	L .
Other benefits and allowances	3	1,191	613	803	l '				0 83	55
Payments in lieu of leave		-		_	-	_	-	1	_	
Long service awards		_		_	-	-	_	-	-	-
Post-retirement benefit obligations	6								10.50	· · · · · · · · · · · · · · · · · · ·
Sub Total - Other Municipal Staff		28,747	27,32		1		1			
% increase	4		(4.9%	24.0%	20.3%	-	_		1	•
Total Parent Municipality	\vdash	41,128					54,82			
	\neg		(1.7%	6) 10.1%	23.2%	-	-	(3.0	7.0	% (73.1

Board Members of Entities Basic Salaries and Wages Pension and UIF Contributions Medical Aid Contributions Overtime Performance Bonus Motor Vehicle Allowance Cellphone Allowance Housing Allowances Other benefits and allowances Board Fees Payments in lieu of leave Long service awards Post-retirement benefit obligations Sub Total - Board Members of Entities % Increase	3 3 3 3 4	₹ 1	108 6.6%	152 40.6%	108	108	86 (20.6%)	108 25.9%	114 114 5.6%	121 6.1%
Senior Managers of Entities Basic Salaries and Wages Pension and UIF Contributions Medical Aid Contributions Overtime		834 - -	888	3,401 <u>-</u> -	4,790 - - -	4,790	3,531	5,706 - - -	6,491	6,945 - - -
Performance Bonus Motor Vehicle Allowance Cellphone Allowance Housing Allowances	3 3 3	58 120 -	106 120 - -			2 - 2 -				
Other benefits and allowances Payments in lieu of leave Long service awards Post-retirement benefit obligations	3 6		- - *: -	/ - - - - - -	- 3		- - - -		-	6,945
Sub Total - Senior Managers of Entities % increase	4	1,012	1,115 10.1%	3,401 205.1%	4,790 40.8%	4,790 0.0%	3,531 (26.3%)	5,706 61.6%	6,491 13.8%	7.0%
Other Staff of Entities Basic Salaries and Wages Pension and UIF Contributions Medical Aid Contributions		900	1,314 	· _	- - -	-	- - -	- - -	- - -	- - -
Overtime Performance Bonus Motor Vehicle Allowance	3 3	126	91	- - -	-	- - -	-	- - -	- - -	· -
Cellphone Allowance Housing Allowances Other benefits and allowances Payments in lieu of leave	3 3	- 68 -	284 		- - 	- - -	-	- - -	- - -	- - - -
Long service awards Post-retirement benefit obligations Sub Total - Other Staff of Entities % increase	6	1,094	1,689 54.4%			- - -	-	<u> </u>		
Total Municipal Entities	 	2,207	2,912	3,553	4,898	4,898	3,616	5,814	6,605	7,066
TOTAL SALARY, ALLOWANCES & BENEFITS		43,335	43,339	48,068	59,722	59,722		58,970		22,348
% increase	4		0.0%	10.9%	24.2%	0.0%	ļ <u>.</u>	0.9%		(64.8%) 12,862
TOTAL MANAGERS AND STAFF	5,7	36,827	36,624	41,540	51,970	51,970	50,711	30,002	34,010	12,002

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

Disclosure of Salaries, Allowances & Benefits 1.	Ref		Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
and per annum		No.		1.				2.
ouncillors	3			<u>.</u> !				
Speaker	4		525,600	<- 10,800 	232,500			768,900
Chief Whip			-, -	*.				
Executive Mayor			657,000	12,600	292,800			962,400
Deputy Executive Mayor	1	-				*		_
Executive Committee		. 14.	2,463,800	51,900	1,107,500			3,623,200
Total for all other councillors	- 1		1,365,700	54,400	1,405,300			2,825,400
otal Councillors	8	-	5,012,100	129,700	3,038,100			8,179,900
					_			-
enior Managers of the Municipality	5					•		-
Municipal Manager (MM)			1,193,300	20,000	196,200	81,400		1,490,90
Chief Finance Officer			982,900	17,400	159,000	66,500		1,225,80
Director: Infrastructure			982,900	17,400	159,000	66,500		1,225,80
			982,900	17,400	159,000	66,500		1,225,80
Director : Economic Development			302 ₁ 300	11,5400	100,000	00,223		- '
						(*)		-
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ist of each offical with packages >= senior manager								_
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		1		!				-
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							1	-
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	-		· 					-
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				-				
Total Senior Managers of the Municipality	8,10		4,142,000	72,200	673,200	280,900		5,168,30
								İ
A Heading for Each Entity	6,7	.]						
List each member of board by designation								
								}
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								1
Total for municipal entities	8,1	i0 -		_				
1 American International American				-				
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE				201,900	3,711,300	280,900		13,348,
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE	1	D _	9,154,10	1 20 4 CO	3 744 750	/2/11 (3/11	1	1.5.50.8

Summary of Personnel Numbers	Ref		2016/17		Cu	rrent Year 2017	/18	Bu	dget Year 2018	/19
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	10	. 3
Councillors (Political Office Bearers plus Other Councillors)		30	. -	30	30	41 42	30	30	} <u> </u>	
Board Members of municipal entities	4	5	-	5	5,		5	5	_	
Municipal employees	5		J. 5.				- <u>-</u>			
Municipal Manager and Senior Managers	3	4	N. Br	4	-95	-	4.	4 15	_	1 1
Other Managers	7	15	- .,	15	15	·	15	7 15	5	
Professionals	1	7	5	2	7	5	2		3	
Finance		6	4	2	∞ 6	4	2	નહું. 6 		
Spatial/town planning			-		-	-,	_			
Information Technology		- - 7	1		1	1945 1	্	1	*	
Roads		- 1	-		.\\^\^\^\\		_	(1) H		
Electricity	!				-	1 1 2 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				1
Water			-	[1 "=]			
Sanitation		_	-	l· -	-	i 4	-	-		
Refuse	1			1	- -		-			
Other		_	-	-	-	-	_	l .	-	
Technicians	1	24	11	13	24			24	11	1
Finance		. 8	3	5	8	3	5	8	3	
Spatial/town planning		1		1	1 , 1		1	.) 1		
Information Technology			·	1	- 	_	<u> </u>	1 2× =	-	
Roads		_	_	_	<u> </u>	_	_	ļ -	-	
		_		_			<u> </u>			
Electricity		1 - 2	_		·-	_	2	ļ ,: -	<u>-</u>	
Water		_	_	-	>- =	_	-	· -	<u> </u>	
Sanitation	1	-1, -2 ,		1 2		ja -	1 -	-	. II.	
Refuse		15	۱ . ا		15	5 8	7	15	i	3
Other		25		1 '	1		3 7	25	11	3
Clerks (Clerical and administrative)		7	4				_	. 7		4
Service and sales workers		\ '			`l _'	_	_		_	1
Skilled agricultural and fishery workers			_		1 -	_	_	-	_	
Craft and related trades			1	_	1 -	_		-	_	1
Plant and Machine Operators		-	-	_			_	_	_	
Elementary Occupations				79					-1	
TOTAL PERSONNEL NUMBERS	9	117	36	5 /9				' -	 	
% increase					-	1	1			
Total municipal employees headcount	6, 1	0 106	3:			1		1		3
Finance personnel headcount	8, 1		3	9 14		· ·	9 1			9
Human Resources personnel headcount	8, 1			1 2	: ي اٰΣ	3	1	2	3	<u>1 </u>



Monthly Targets For Revenue, Expenditure And Cash Flow

2,420 29,165 35,673 50 98,375 15,073 51,493 9,365 1,881 129,998 1,500 129,998 Budget Year +2 2020/21 Medium Term Revenue and Expenditure 1,450 --50 94,433 2,360 29,165 35,521 Budget Year +1 2019/20 125,715 1,792 92,582 1,700 2,300 132,547 Budget Year 2018/19 1,400 1 1 1 [1] 26,333 (2,903) 179 2,430 3,857 14,721 14,721 ----117 2,217 11,047 14,721 Jule (7,361) 142 11,046 (7,361) 3,792 193 2,430 3,852 117 3,685 2,147 May (7,361) (7,361) 2,147 11,046 (7,361) ,417 3,685 3,792 637 142 193 2,430 April 14,722 11,046 --117 1417, 42 8 March (7,361) (7,361) 11,046 3,792 - 42 + 193 2,430 3,852 (7,361)117 2,147 3,685 February (7,361) (7,361) (7,361)193 2,430 3,852 11,046 417 2,147 3,685 ,792 637 142 January **Budget Year 2018/19** (7,361) 193 2,430 3,852 11,046 (7,361) -117 ,417 3,685 142 t December 14,722 2,430 11,046 14,722 1,792 637 142 4,722 DC10 Sarah Baartman - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure November (7,361) (7,361) (7,361) 193 1430 3,852 117 2,147 1,792 637 142 (7,361) 11,046 193 2,430 3,852 117 2,147 3,685 142 7,361 Sept. (7,361) (7,361) 193 2,430 3,852 11,046 (7,361) 4 -2,147 3,685 3,792 637 142 August 14,722 142 ---193 2,430 3,852 11,046 22,083 3,792 14,722 14,722 25,768 늘 otal Revenue (excluding capital transfers and contributio Re Private Enterprises, Public Corporatons, Higher allocations) (National / Provincial Departmental Transfers and subsidies - capital (in-kind - all) allocations) (National / Provincial and District) Agencies, Households, Non-profit Institutions, Transfers and subsidies - capital (monetary Fransfers and subsidies - capital (monetary Surplus/(Deficit) after capital transfers & Share of surplus/ (deficit) of associate 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 Remuneration of councillors Fines, penalties and forfeits Gains on disposal of PPE Attributable to minorities Loss on disposal of PPE Educational Institutions) Transfers and subsidies Transfers and subsidies Service charges - other Employee related costs Licences and permits Contracted services Dividends received cpenditure By Type Other expenditure Revenue By Source Debt impairment Finance charges Agency services **Bulk purchases** otal Expenditure Other materials Other revenue Sumplus/(Deficit) Surplus/(Deficit)

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Ref Septenciption Ref July August Septence	Sept. 1,228 39 39 39 39 39 39 39 39 39 39 39 39 39	October November 1,228 8,381 8,38 79 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	<u>a-a a+ a</u>	Budget Year 2018/19 1,228 8,381 79 79 79 79 1,144 1,144 1,144 1 76 1 76 1 77 1 78 1 79 1 79 1 79 1 79 1 79 1 79	February 8,381 79: 39 1,144	March 1,228 8,381	April	Мау	June	Budget Year 2018/19	Framework Framework	Budget Year +2 2020/21
1,228	Sept. 1,228 8,381 8,381 8,381 1,144	Nove	December 1, 8, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	January 1,228 8,381 79 79 1,144	February 8,381, 79, 79, 79, 79, 79, 79, 79, 79, 79, 79	March 1,228 8,381	April	May	June		Budget Year +1	3udget Year +2 2020/21
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selopment 79 79 79 79 79 79 79 79 79 79 79 79 79			-	1,144			8,381	8,381	18,801	110,995	93'086	95,432
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s 176				176	1	1,144	1,144	1,144	1,144	13,731	12,710	13,029
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2,493 2,493 3,440 1,044 1,044 1,082			11,047 11,047	11,047	11,047	11,047	11,047	11,047	11,036	132,547	125,715	129,998
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astructure Development 1,044 1,044 1,044 1,082 1,082 1,082 1,084 1,964 1,964 1,964 1,968 10,968 10,968		3,440			3,440	3,440	3,440	3,440	1,096	38,934	41,193	41,448
1,082 1,082			`	1,044	1,044	1,044	1,044	1,044	3,119	14,598	13,329	13,762
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Description	Ref						Budget Ye	Description Ref Budget Year 2018/19						Medium Ten	Medium Term Revenue and Expenditure Framework	zxpenditure
Rthousand		July	August	Sept.	October	November	December	January	February	March	April	Мау	June	Budget Year 2018/19	Budget Year +1 Budget Year +2 2019/20 2020/21	Budget Year +2 2020/21
Revenue - Functional		8 434	8 431	8.431	8.431	8,431	8,431	8,431	8,431	8,431	8,431	8,431	17,863	110,608	106,699	110,515
Covernance and council		: 26	98	8	95	26	8	22	22	22	22	26	62	613	337	345
Finance and administration		8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	17,801	109,995	106,362	110,171
Internal audit		ı	ı	ı	1	: !	1 5	1 8	1 5	1 6	1 703	1 483	1 183	14.193	13 137	13.467
Community and public safety		1,183	1,183	1,183	1.183	1183	1183	1,183	1,183	1,183	1,103	1,103	701'1	2014	2	101-61
Community and social services		1	ı	1	1	ı	1	ļ	1	1	1 1) (1 1		- 1
Sport and recreation		1	1	,	1	1 3	1 7	1 1 1 1 1	1 1/1/4	1144	1 144	1 164	1 144	13.731	12,710	13,029
Public safety		1,144	1,144	1,144	, i44	± .	<u>,</u>	# P	30	g.	g	90	. 85	462	428	438
Housing		<u>6</u>	ස	<u></u>	33	3	3	n n	n I	- F	3 1	3 7	3 1	ı	ı	ı
Health		1	1	1 3	1 9	1 2	1 2	1 2	- 1	1 133	1 432	1 433	(8.010)	7,747	5.879	6.016
Economic and environmental services		1,432	1,432	1,432	1,432	7,432	7,432	759,	1,436 1,436,78	1,557	1257	1 257	(9319)		3.507	3,507
Planning and development		1,257	1,257	1,257	1,257	1,25,	125	767,	,CZ,1	34.	175	178	1309		2.372	2.509
Road transport		176	176	176	176	1/0	9/	9/1	9	01.		?	2001	2.35	1 1	1
Environmental protection	•	ı	1	1	ı	1	1	ı	I	1	I 	1	ī	!		· •
Trading services		1	1	1	I	1	1	1	ı	ı	l	l E	t	t		ı
Energy sources			1	1	ı	1	1	1	1	1	1	1	l	1	1	ı
Water management		ı	1	ı	ı	ı	1	1	ı	1	1	1	ı	1	1	ı
Waste water management		1	ı		ı	- 	ı	1	I,	1	ı	ı	ı	ı	1	I
Maria managament		1	ı	ı	1		ı	1	ŧ	1	1	l	ı	ı	1	1
Other		ŧ	ι	ι	ı	· ·	I	ı	. 1	ţ	1	1	1	1	1	1
Ourei Total Revenue - Functional		11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,036	132,547	125,715	129,998
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1)) !	i i		<u></u>										
Expenditure - Functional		5 790	5 790	5.790	5,790	5,790	5,790	5,790	5,790	5,790	5,790	5,790	4,065	67,754	67,470	70,278
DOVETTATICE and autimistration Executive and council		2 203	2.203	2.203	2.203	2,203	2,203		2,203	2,203	2,203	2,203	2,513	26,742	24,410	26,856
Executive and country		3,587	3,587	3,587	3,587	3,587	3,587	:	3,587	3,587	3,587	3,587	1,552	41,012	43,061	43,423
Internal and determined agent		1	1	1	i	ı	1	, 1	(900) 2 1 2 5 2 7	ļ	1	ı	ı	1	1	1 1
Community and nublic cataly		3.093	3.093	3.093	3,093	3,093	3,093	<u>س</u>	3,093	3,093	3,093	3,093	2,770	36,790	31,517	32,185
Community and patings		795	795	795	795	795	795		795	795	795	795	795	9,537	7,982	8,455
Sport and recreation	_	1	1	ŧ	ı	1	1	1	·	ı	3		1	1	1	1 !
Diblic safety		1.164	1.164	1-164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164		10,423	10,479
Housing		25	52	55	52	29	25		52	25	52	52	(270)		300	300
Health		1,082	1,082	1,082	1,082	1,082	1,082		1,082	1,082	1,082	1,082	1,082		12,813	766,21
Economic and environmental services		1,683	1,683	1,683	1,683	1,683		_		į	1,683	1,683	5,423		20,408	47 095
Planning and development		1,270	1,270	1,270	1,270	1,270	_	-		<u> </u>	1,270	1,270	010,0	0,8,0		3.260
Road transport		413	413	413	413	413	413	413	413	4 5	214	2	(100)		20210	novio
Environmental protection		1		1	1					1 5	1 5	1 . č	1 (683)	000	1 473	1 525
Trading services		135	135	135	135	135	135	135	135	135	CS.L	<u> </u>	(oac)			
Energy sources		1	1	1 5	1 5		1 42	1 2	135	1 25	1 %	. Y	(568)	6	1.472	1,525
Water management		335	135	5. S.	3	-				3 1		3 1	1			. '
Waste water management		1	1	1	1	ŧ						ı	1	t	ι	-
Waste management		346	- 34E	-34K	346	346	346	۳ 	346	346	346	346	346	4,147	4,846	4,914
Officer Total Expanditure - Functional		11.046	11.046	11,046	11,046	1	Ŧ	£	11,046	11,046	11,046	11,046	11,036	132,547	125,715	129,998
	-				-	0	0	0	0	0	0	0	(1)	1	1	•
Surpius(Lericit) defore assoc.	_	>	•	•								-			,	ı
Share of surplus/ (deficit) of associate	-	1	,	1	1		'	' '	(۱ `	1	1	1 \$			
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Description Ref Budget	Ref						Budget Year 2018/19	ar 2018/19							Framework	2 maining dy
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	Мау	June	Budget Year 2018/19	Budget Year +* 2019/20	Budget Year +1 Budget Year +2 2020/21
Multi-year expenditure to be appropriated	E															
Vote 1 Executive and Council		ı	ı	I	1	. 1	1	J		1		ı	ı	ı	ı	I .
Vote 2 - Finance and Corporate Services			ι	ı	ı	. 1	ı	ı	1 , ;		1	Î	l	1	1	1
Vote 3 - Planning and Infrastructure Development		1	1	1	ı	I	1	1	1	ţ	1	() \(\frac{1}{2} \)	ı	1	1	
Vote 4 - Health		Í	ı	1	1	1	ı	ı	ı	1	-	1.,	ı	1	1	1
Vote 5 - Community Services		ı	1	t	1	ı	ı	1	1	1	1	2000 1	1	ı	I	ı
Vote 6 - Housing		1	ı		1	1	1	I	1	1	1	1	1	ì	1	1
Vote 7 - Public Safety		ı	1	1	ı	1	1	ı	1	1	1	1	1	t	l	I
Vote 8 - Sport and Recreation		. 1	ı	I	1	1 .	I	1	ı		1		ı	ı	ı	ı
Vote 9 - Waste Management		1	.1	ı	ı	l	I	1	1	!	Ť.	1	t	I	ı	1
Vote 10 - Roads		1	,I	1	1	ı	i	1	1	1	1		ı	1	I 	I
Vote 11 - Water	,	ł	ı	ı	ı	1	ţ	į	ı	1	1	1 :	ı	1	I 	ı
Vote 12 - Eletricity		ı	J	1	1	ı	1	ı	ì	1	1	İ	ı	ı	'	1
Vote 13 - Tourism		1	i	I	ı	I	1		l		1	1	1	ı	1	1
Vote 14 : INAME OF VOTE 141		ı	·	ı	1	ı	ı	ı	1		·	1	1	ı	1	1
Vale 15 - INAME OF VOTE 15		, ,	ı	1	ı	1	I	1	1	1	1	1	1	ι	1	1
Capital multi-year expenditure sub-total	7	t	1	1			t	I	1	1	1	1	1	1	1	t
Single-year expenditure to be appropriated																
Vote 1 - Executive and Council		ı	ı	1	ı	75	ļ	ı	i	ı	1	1	1	0, 19	000	
Vote 2 - Finance and Corporate Services		1	250	ı	1	864	I	200	ı	1		:	1	1,614		200
Vote 3 - Planning and Infrastructure Development		1	ı	1	1	19	ı	ı	1	1	1	1 65	ı	<u></u>		
Vote 4 - Health		1	ι	ı	i	1	1	1	İ	1	1	1	ı	1	1	1
Vote 5 - Community Services		1	ı	1	t	ı	İ	ı	1	1	1	j. 7	ı	ı		l !
Vote 6 - Housing		1	1	ı	ı	1	ı	1	Ű.	ţ S	l .	1	ı	I	1	
Vote 7 - Public Safety		ı	1	1	ı	I	ı	1	! -	1	1	•	:	l		
Vote 8 - Sport and Recreation		1	ı	1	1	1	ı	ı	1	I	.I	!	I	I	I	
Vote 9 - Waste Management		ı	1	1	ı	I	I	ı	•		1	1	ı	ı	I	
Vote 10 - Roads		ı	1	1	1		1	1	1		1	1	ı	l	I 	
Vote 11 - Water		1	:	1	ı	1	1	, ,		1		1	ı	ı		
Vote 12 - Eletricity		ı	ı	ı	1	1	ı	!	į.		:	i i	1	1 6		
Vote 13 - Tourism		ì	1	1	1	66	1	t	ı	1	1.		ı	9		
Vote 14 - [NAME OF VOTE 14]		ı	ı	ı	ţ	ı	ı	1	1	1		1 860	I	ı		-
Vote 15 - [NAME OF VOTE 15]		1	1	1	i	į	1	1						1 7.47	-	-
Capital single-year expenditure sub-total	2		250	1	-	266	1	500	1	'	I	t	•)+L'1		
Total Canife Evanualities	2	1	250	1	1	266	ı	200	·	<u>'</u>	-		1	1,74/	1,13,	

Budget Year +1 Budget Year +2 2019/20 2020/21 Medium Term Revenue and Expenditure 39 **5** 00 Framework 1,747 Budget Year 2018/19 **€** € 8 June May April March Feb. January Budget Year 2018/19 DC10 Sarah Baartman - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification) Dec. 1 1 1 88 13 6 997 Š 22 October Sept August 膏 Ŗ Economic and environmental services 'otal Capital Expenditure - Functional Governance and administration Community and social services Community and public safety Capital Expenditure - Functional Description Finance and administration Planning and development Waste water management Environmental protection Executive and council Sport and recreation Water management Waste management Lading services

Energy sources Road transport Internal audit Public safety Housing R thousand

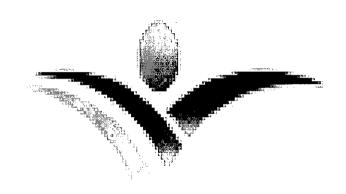
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1,032 1,032 1,032 33 1,132 1,747 1,747 1 Public contributions & donations Transfers recognised - capita Other transfers and grants Internally generated funds Provincial Government National Government District Municipality Total Capital Funding Funded by:

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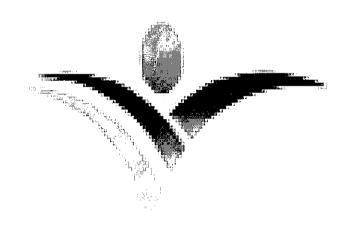
Apple Appl	MONTHI Y CASH ELOWS						Budget Year 2018/19	r 2018/19						Medium Term	Medium Term Revenue and Expenditure Framework	cpenditure
14 14 14 14 14 14 14 14	•	-	•		1000	Marrombor	December	Method	Rohmians	March	Anril	May	June	Budget Year	Budget Year	Budget Year
1,17	R thousand	ylaly	August	Sept.	October	MOVEINE	ACHIDA	dailuaiy	f em mail					2018/19	+1 2019/20	+2 2020/21
111 111 111 111 111 111 111 111 111 11	Cash Receipts By Source							•	•	ı		1	1		1	I
1417 1117 1117 1117 1117 1117 1117 1117	Property rates	'	'		1)	1 1			•	. 1	,	ı	1	į	1
11.1 11.1 11.1 11.1 11.1 11.1 11.1 11.	Service charges - efectricity revenue	,	1	1		1 1	1	ı	ı		1		1	•	. !	1
1177 1177 1177 1177 1177 1177 1177 117	Service charges - water revenue	1 1	1 1	1	1	'	1	ı	ı	• 1	1	1	1	1		1 .
14.17 (4.17	Comiton observed and the restored to			1		1	1	,	1	1	!		ı	ı	1	3
14.17	Service charges - teluso revelue			ı	1	ı	1	ı	1	1	-1	i	1	1	i	S ile
1,417 1,41	Convice drauges - convertible and actinoment	117	117	117	117	117	111	1117	117	117	111	117	117	1,400	1,450	1,500
25.527 25	Industrial or sections are equipment	1417	1,417	1,417	1,417	1,417	1,417	1.417	1,417.	1,417	1,417	1,417	1,417	17,000	16,000	15,000
2.175	Interest earned - automorphisms	-		. 1			1	*t	1	1	t.	1	1	(T) (F)	1	ı
35.337	Dividends received	1	ı	1	1	1	1	ı	1	{!	ï	1	1	578 ·	1	1
25.53.7	Fines, penallies and forfeits	,	1	1	•	ı	1	1	•			1	1	ĭ	1	1
25.27	Licences and permits	·	1	1	1	١	1	ı	1	,1			ı	1		
25,237	Agency services	4	**	**	4	*	*	7	4	4	4	4	₹	8	8	20
21/5 2.0/5 2	Transfer receipts - operational	35,337	,	1	ī	ı	35,337	ì	ı	'	1	<u>)</u>	17,668	88,342	92,787	96,772
10 10 10 10 10 10 10 10	Other revenue	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,385	25,765	12,172	12,210
A	Cash Receipts by Source	39,000	3,663	3,563	3,663	3,663	39,000	3,663	3,663	3,663	3,663	3,663	21,591	132,557	122,459	125,532
Siese	Other Cash Flows by Source									-	ı	ı	ı			ļ
1 1 1 1 1 1 1 1 1 1	Transfer receipts - capital	1	ı	1	1	1	'	ı	ı				İ			
Figure 1. The control of the control										i i					-2	
Figure 1. The control of the control	Transfers and subsidies - capital (monetary							-								
Second Second	Agencies, Households, Non-profit Institutions,															N. Sy
Section	Private Enterprises, Public Corporatons, Higher						_									p =2"
bes 3,000 3,663 3,003 3,	Educational Institutions) & Transfers and subsidies -					'	1	ţ	ı	1	1	1	1	1 3 4 a 7 a	ı	ì
bles	Capital (IIIIA) * aliy Dronasde on dieneal of PPE	1 1		1		1	ı	1	ı	1	1	'	ı	1 6 8	t	1
bles	Short term loans	'	ī	1	ı	ı	'	í	ı	1	ı	;	1	1	•	t
biss -	Borrowing long term/refinancing	t	1	1	1	1	ı	1	1	1	1	1	1	1,11		1 (
Sample	Increase (decrease) in consumer deposits	1	1	1	t	1	1	1	1	<u>,</u>		1 1) 1	i i	:	ı ı
1,000, 1,000,	Decrease (Increase) in non-current debtors	,	'	1	1	1	1	1	1 1	. 1			ì	1		1
3,663 3,66	Decrease (increase) other non-current receivables		1 3	1 1	ı ı	1 1	1 1	1 1	1	1	1		1	-	1	
3,363 3,363 3,363 3,363 3,363 3,363 3,363 3,363 3,363 3,363 3,363 3,363 3,383 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	Total Cash Receipts by Source	39,000	3,663	3,663	3,663	3,663	39,000	3,663	3,663	3,663	3,663	3,663	21,591	132,557	122,459	125,532
3,363 3,363 <td< th=""><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></td<>																
682 682 <th>Cash Fayments by 17pe</th> <th>3.363</th> <th>er;</th> <th>3.363</th> <th>3,363</th> <th>3,363</th> <th>3,363</th> <th>3,363</th> <th>3,363</th> <th>3,363</th> <th>3,363</th> <th>3,363</th> <th>3,363</th> <th>40,360</th> <th>43,185</th> <th>46,208</th>	Cash Fayments by 17pe	3.363	er;	3.363	3,363	3,363	3,363	3,363	3,363	3,363	3,363	3,363	3,363	40,360	43,185	46,208
	Remineration of councillors	283		682	682	682	682	682	682	682	682	. 682	682	8,180	8,752	9,365
	Finance charges			1	1	1	1	ı	'			1	1		1	ı
192 192	Bulk purchases - Electricity	'	1	1	1	:	1	1	1	1	1	1	1			ı
192 192	Bulk purchases - Water & Sewer	'	1	1	ı	,	ı	ı	ı	ì	-1	1	1	ı	<u>.</u>	ı
192 192	Other malerials	1		1	1	ı	1	ı	(, ;	i	ı (١ ۽	1 000	ם כ	1 6
2,430 2,430 <td< th=""><th>Contracted services</th><th>192</th><th></th><th>192</th><th>192</th><th>192</th><th>192</th><th>192</th><th>192</th><th>192</th><th>76.</th><th>761</th><th>76</th><th>7,300</th><th>000.7</th><th>7,450</th></td<>	Contracted services	192		192	192	192	192	192	192	192	76.	761	76	7,300	000.7	7,450
2 450 2 430 2,430	Transfers and grants - other municipalities	1					1 9	1 00	, 5	1 6	1 6	1 6	1 6	30 185	20 164	29 165
4,216 4,216 4,216 4,216 4,210 4,210 1,0,833 10,883	Transfers and grants - other	2,430	2,				2,430	2,430	2,430	2,430	2,430	2,430	4.216	50 500	37.204	36 492
10,883 10,883 11,883 11,883 11,883 11,883 11,380 10,883 11,383 11	Other expenditure	4,216		4,216	4,216	`	40 00	40 883	40.883	40.883	10.883	10.883	10.883	130,597	120,667	123,650
- 250 497 - 500 500	Cash Payments by Type	10,883	10,883	10,683	10,883	eggint.	copin:	780 O	200,01	200'01	200'61	200				i
70 28 17	Other Cash Flows/Payments by Type							8			9°		500	1 747	1.132	1.032
10,883 11,133 10,883 11,380 10,883<	Capital assets	1	7 2 0	'	1	164	I	3	1 1	!!		1	1	1		ı
10,883 11,133 10,883 11,380 10,883 11,383 10,883 10,883 10,883 10,883 10,883 10,883 10,883 10,883 10,883 10,883 10,883 103,783 103,785 115,473 115,473 104,783 105,983 103,785 115,473 115,473 104,783 105,983 103,783	Repayment of borrowing	ı	1 1		1 1	1 1	: 1		1	1	1	1	1		1	T Said
28,117 (7,470) (7,220) (7,120) (7,117) 28,117 (7,720) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220) (7,220)	Order Casti Plower agriculture	10.883	<u> </u>		10.883			11,383	10,883	10,883	10,883	10,883	11,383	132,344	121,799	124,682
28,117 (1,470) (1,420) (1,120) (1,111) 20,111 (20,111) (1,112) (10,111) (10	Oct cast rayments by the		_					1007.73					10.208	213	650	843
505 500 COO COO COO COO COO COO COO COO COO C	NET INCREASE/(DECREASE) IN CASH HELD Cash cosh portioning of the month/year hedin:	103,758		ľ				130,364			1		93,763	103,758	103,971	104,631
131,876 124,404 117,184 109,954 102,247 130,354 122,643 119,423 100,203 33,103	Cash/cash equivalents at the month/year end:	131,875					l	122,643	1				103,971	103,971	104,631	105,480



Annual Budgets & SDBIP: Internal Departments

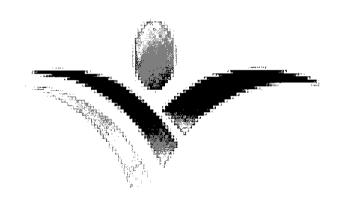
ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer Annexure "G")



Contracts having Future Budgetary Implications

11 Yoar	Oc10 Sarah Baartman - Supporting Table SA33 Contracts having f	SA33	Contracts his	aving future b	future budgetary implications	lications	!								
1,3 Total Dudget Vera Budget Vera	Description	Ref	Preceding Years	Current Year 2017/18	2018/19 Mediun	n Term Revenue	& Expenditure	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Contract Value
Pty Confract Pty Confract The municipality does not have any contracts with future financial obligations beyond three years covered by the MTREF four implication Cubic action By Confract Cubic action Cubic	Rthousand	<u></u>	Total	Original Budget		Budget Year +1 2019/20	Budget Year +2 2020/21	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	Parent Municipality: Revenue Oblitation By Contract Confract 1 Contract 2		The municipalit	ty does not have	any contracts wil	h future financial	obligations bey	ond three year	s covered by th	e MTREF	\$ 1	1) 12 2	3	21W1	1 1 1
	Contract 3 etc Total Operating Revenue Implication		1	1	t	ı			1	•	1	ı		ı	1
	Expenditure Obligation By Contract Contract 1 Contract 2	7	·	-							tal at				1 1 1
	Contract 3 etc Total Operating Expenditure Implication		1	1	;	ı	I	1	-	I	l	ı	1	ı	Ī
and Expenditure Implication -<	Capital Expenditure Obligation By Contract Confract 1 Confract 2	7								-				(報) · · · · · · · · · · · · · · · · · · ·	1 1
ent Expenditure Implication 2 —<	Convact 3 etc Total Capital Expenditure Implication			1		I	I	ı	1		ı	1	ı	I	1
Obligation By Contract 2 act 1 act 2 act 2 act 2 act 3 act errating Revenue Implication 2 act 4 act 2 act 3 act errating Expenditure Implication 2 expenditure Obligation By Contract 2 act 3 act act 3 act patal Expenditure Implication 2 act 2 act 3 act act 3 act patal Expenditure Implication -	Total Parent Expenditure Implication		1		1	1	'	1		t	t	t	'	1	ı
	Entities: Revenue Obligation By Contract Contract 1 Contract 2	2								·			<u> </u>		1 1 1
1 1	Contract 3 etc Total Operating Revenue Implication Expenditure Obligation By Contract Contract 1 Contract 2	2	1			1	1	l l	Ī.	1		1 87	1 (1) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4		1 111
	Contract 3 etc Total Operating Expenditure Implication			İ	ı	1	1		1	ı		1	ļ	1	1
	Capital Expenditure Obligation By Contract Contract 1 Contract 2	2							:					83	1 1 1
	Conract 3 etc Total Capital Expenditure Implication		1		•	ı	1	1	ı	1	1	1	ı	ı	1
Total Entity Expenditure Implication	Total Entity Expenditure Implication	T	1	!		1					1	t	ı	1	-



Capital Expenditure Details

CAPITAL EXPENDITURE DETAILS

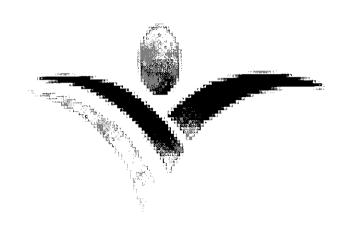
(For more information refer Annexure "E")

DC10 Sarah Baartman - Supporting Table Description	Ref	2014/15	2015/16	2015/17		urrent Year 2017	118		Im Term Revenue Framework	
R thousand	1	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
Capital expenditure on new assets by Asset ClassiS	ub-class		Delbonio							
<u>Infrastructure</u>		. <u> </u>								<u>-</u> -
Roads Infrastructure	1 1		-	-		-		-	-	
Roads					· ·	1				
Road Structures		10								
Road Furniture										5.7
Capital Spares	1	_	_	_	-	_	-	-	-	-
Storm water Infrastructure Drainage Collection	'					1				
Storm water Conveyance					1	.] :	1			-
Attenuation			150	1.3						
Electrical Infrastructure		-	-	-	-	·	-	1 -	_	_
Power Plants	1		200 F		1 .		.50	1	100	
HV Substations		,	1	4	1					
HV Switching Station	1		1	1 4		1,550	1	1	8 125	1577
HV Transmission Conductors						1.	5-			
MV Substations				1						15.
MV Switching Stations			.]				1.	1 6		
MV Networks LV Networks					1	1		1		
Capital Spares	-			İ						
Water Supply Infrastructure		-	-	-	-	-	-	1 -	- -	·
Dams and Weirs							-			
Boreholes	1				1			1.5	1	1
Reservoirs						15		1	ŀ	
Pump Stations			1			1	ł			
Water Treatment Works	1							1		1
Bulk Mains			1							
Distribution	- 1		1		1					
Distribution Points								1		
PRV Stations			ļ	İ			1			
Capital Spares		Ĭ .	_ .	_	. .					- 1 -
Sanitation Infrastructure				-			İ		İ	
Pump Station	-		1		-	1				
Reticulation Waste Water Treatment Works		1						1	ļ	
Outfall Sewers							1			
Toilet Facilities					1					1
Capital Spares							1			
Solid Waste Infrastructure	ı		-	-	-	- .	-	-	-	- -
Landfill Sites		1						1		
Waste Transfer Stations				İ						
Waste Processing Facilities	- 1				1			1		İ
Waste Drop-off Points									1	
Waste Separation Facilities					1	1				
Electricity Generation Facilities										
Capital Spares		1	_ \	_	_	_	-	-	-	
Rail Infrastructure	1		-		1			1		
Rail Lines Rail Structures		1.			[•			1	
Rail Fumdure	-				1			4		
Drainage Collection							1		İ	
Storm water Conveyance					1	1				
Attenuation								1		
MV Substations			1							
LV Networks	- 1	1						1		
Capital Spares				1			1		_	
Coastal Infrastructure	į.		-	-	-	-	-	- [-	-
Sand Pumps		1		ļ			١.	1	1	
Piers										
Revelments	1							1		
Promenades										
Cepital Spares				_ .	_1	_	-	_	-	-
Information and Communication Infrastructure			-	-	-			Ì		
Data Centres	- 1		1		1					
Core Layers								1		
Distribution Layers	Į.		1	1						
Capital Spares	- 1				1			I	1	1

ommunity Assets	1 1	[- 1	- 1	<u></u>	- 1	- 1	- 1	- I	-
Community Facilities		-	-	-	-		-	-	-	-
Halls		. 1		1.0		F# 3				2.1
Centres		507					.	11-1		- 54
Crèches		100								
Clinics/Care Centres		41. VA				. KWA 19		ŀ	4 8	
Fire/Ambulance Stations Testing Stations				5.	•	1 1 1 2].	'	
Museums Museums		100		100		- 14		5		
Galleries		- 3		4.5	.					177
Theatres		200							-	
Libraries	11.		-			18 No. 1	**			
Cemeteries/Crematoria	1.	. "		ļ						3.3
Police		.					1			
Parks Parks	ł I									
Public Open Space					120		. [2	4.2	- 5 S	1
Nature Reserves	1 1	-	éq.		1.50		198		10.3	
Public Ablution Facilities	1 1	!	-12.34		24,	Į.	145 W.		. Til	
Markets Stalls		19	#14)	į	- 1		150	1,1	.	
Abattoirs		£ (i)	30			-				è
Airports		8		· ·						1
Taxî Ranks/Bus Terminals		1185			2	138				5
Capital Spares		4. 10	j	1.	ļ	1 44.	÷			1
Sport and Recreation Facilities		-	-	-	-	-	- 1	-	-	-
Indoor Facilities				* ']						4.
Outdoor Facilities		, ·		.	.	, I				
Capital Spares			}	l				1		
leritage assets		_	-	-	-	-	-	-	-	
Monuments]			
Historic Buildings										14
Works of Art									ļ	
Conservation Areas		ļ						1	.	
Other Heritage										
nvestment properties		-	-	-	_			-		-
Revenue Generating		-	-	- 1	-	-	-	-	-	-
Improved Property									1.4	
Unimproved Property	1 1									
Non-revenue Generating		-	- !	- [-	-	-	-	-	-
Improved Property			,	1		1				
Unimproved Property										
Other assets			-	2,784	500	1,120	1,120		-	_
Operational Buildings	1 1	-	-	2,784	500	1,120	1,120	-	-	-
Municipal Offices	1 1			2,784	500	1,120	1,120			
Pay/Enquiry Points				1		1				
Building Plan Offices Workshops										
Yards	1 1									
Stores	1 1						1			
Laboratories						! !				
Training Centres								j		
Manufacturing Plant										
Depots	1 1									
Capital Spares	1									
Housing		-	-	-	-	-	-	-	-	-
Staff Housing									ļ	
Social Housing			1				1			
Capital Spares				1						
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	- 1	-	- [-	-
Water Rights										
Effluent Licenses								1		1
Solid Waste Licenses			1							
Computer Software and Applications					1					
Load Settlement Software Applications					1					1
		Į.			1					
Unspecified			166	1	211		1,802	104	104	10
Unspecified Computer Equipment		189	1	1,895	211	1,802	1,802	104	104	1
		189 189	166	1,000	ı	335	335	623	623	6
Computer Equipment Computer Equipment		ı			301	1 200				
Computer Equipment		189	156	168	301	1	335	623	623	6
Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment		189 255 255	156 158	168 168	301	1			623	1
Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment		189 255 255 182	156 158	168 168	1	335		623		1
Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment		189 255 255 182	156 156 123	168 168	301	335	335	623 _	-	
Computer Equipment Computer Equipment Eurniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets		189 255 255 182 182 432	156 156 123 123 123 123	168 168 -	301 	1,050	335 - 1,050	623 - 1,020	405	3
Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment		189 255 255 182	156 156 123 123 123 123	168 168 -	301 	335	335	623 _	-	
Computer Equipment Computer Equipment Eurniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets		189 255 255 182 182 432	156 156 123 123 123 123	168 168 - 1,266 1,268	301 	1,050	335 - 1,050	623 - 1,020	405	3
Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets		189 255 255 182 182 432 432	156 156 123 123 123 2 880	168 168 - 1,266	301 - -	1,050 1,050	1,050 1,050	623 - 1,020 1,020	405	3
Computer Equipment Computer Equipment Eurniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Libraries Libraries		189 255 255 182 182 432 432	156 156 123 123 123 2 880	168 168 - 1,266 1,268	301 - -	1,050 1,050	1,050 1,050	623 - 1,020 1,020	405	3
Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Libraries		189 255 255 182 182 432 432	156 158 123 123 123 8 880 2 880	168 168 - 1,266 1,266	301 - -	1,050 1,050	1,050 1,050	623 - 1,020 1,020	405 405 —	34

DC10 Sarah Baartman - Supporting Table SA34b Consolidated capital expenditure on the renewal of existing assets by asset class 2018/19 Medium Term Revenue & Expenditure Current Year 2017/18 2014/15 2015/16 Ref Description Original Budget Full Year Forecast Budget Year 2018/19 Budget Year Budget Year Audited Adjusted Audited Audited R thousand Budget Outcome Outcome Outcome Capital expenditure on renewal of existing assets by Asset Class/Sub-class <u>infrastructure</u> Roads Infrastructure Roads Road Structures Road Fumiture Capital Spares Storm water Infrastructure Drainage Collection Storm water Conveyance Attenuation Electrical Infrastructure Power Plants HV Substations HV Switching Station HV Transmission Conductors MV Substations MV Switching Stations MV Networks LV Networks Capital Spares Water Supply Infrastructure Dams and Weirs Boreholes Reservoirs Pump Stations Water Treatment Works Bulk Mains Distribution Distribution Points PRV Stations Capital Spares Sanitation Infrastructure Pump Station Reticulation Waste Water Treatment Works Outfall Sewers Toilet Facilities Capital Spares Solid Waste Infrastructure Landfill Sites Waste Transfer Stations Waste Processing Facilities Waste Drop-off Points Waste Separation Facilities Electricity Generation Facilities Capital Spares Rail Infrastructure Rail Lines Rali Structures Rail Fumiture Drainage Collection Storm water Conveyance Attenuation MV Substations LV Networks Capital Spares Coastal Infrastructure Sand Pumps Piers Revelments Promenades Capital Spares Information and Communication Infrastructure Data Centres Distribution Layers Capital Spares Community Assets _ Community Facilities Halls Centres Créches Clinics/Care Centres

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%
Zoo's, Marine and Non-biological Animals Zoo's, Marine and Non-biological Animals Total Capital Expenditure on renewal of existing asset	-	-		-	-	-			
<u>Libraries</u> Libraries	-						<u> </u>	<u> </u>	
<u>Yransport Assets</u> Transport Assets	-		-	_		_		_	
Machinery and Equipment Machinery and Equipment	-	_	_	-	_	_			
Furniture and Office Equipment Furniture and Office Equipment					_		_		
Computer Equipment Computer Equipment			_	<u> </u>	_	_	_		
Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified	_	_		-		-			
Licences and Rights Water Rights	-	-	-	-	- 1		-	-	
tangible Assets Servitudes	-	-	-	-	<u> </u>	-	-	-	
Capital Spares ological or Cultivated Assets Biological or Cultivated Assets	-	-	-	-	-		-	-	
Staff Housing Social Housing				į					
Building Plan Offices Workshops Yards Stores Laboratories Training Centres Manufacturing Plant Depots Capital Spares Housing			-	_	-	-	-	-	
Operational Buildings Municipal Offices Pay/Enquiry Points	_	-	-	_	i				
er assets	<u>-</u>	-							
Non-revenue Generating Improved Property Unimproved Property	-	- .3	-	-	-	-	-		. *
Revenue Generaling Improved Property Unimproved Property	!								÷ ::
Other Heritage	-	-	<u>-</u>				-	-	
tage assets Monuments Historic Buildings Works of Art Conservation Areas	-	-	-	-	-		-	= T	•
Sport and Recreation Facililies Indoor Facilities Outdoor Facilities Capital Spares	2			s		·	et /		-:
Abattoirs Airports Taxi Ranks/Bus Terminals Capital Spares		4	_	_			-	_	5 ² -
Public Open Space Nature Reserves Public Ablution Facilities Markets Stalls			4.			3 ⁴⁵			
Thealres Libraries Cremets Police Parks		· · · · · · · · · · · · · · · · · · ·	- ty			, A			
Museums Galleries		y ⁱ '		W1.			· .		;



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 requires continuous transformation in financial discipline and planning processes. The budget preparation for 2018/2019 complies with these key requirements.

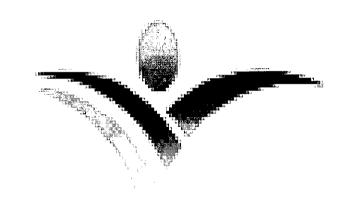
The Act and regulations have created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with. The Sarah Baartman District 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 amended regulations of the Preferential Procurement as well as the Infrastructure Delivery Management Policy have been incorporated into the Supply Chain Management Policy. The policy is intended to regulate the supply chain management environment within the district to promote job creation and Small, Medium and Micro Enterprises. Required resources (human, financial and otherwise) have been allocated to the Supply Chain Management section to enhance capacity.

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.

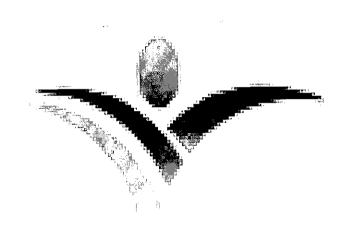
The significant change in the budget preparations is the mSCOA (Municipal Standard Chart of Accounts) which was effective on 1 July 2017. The municipality has therefore prepared the budget in compliance with the mSCOA requirements.



Details of Budgets per Department

SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2018/19

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	50,264	4 38%
Finance & Corporate Services	42,26	5 32%
Economic Development	15,848	3 12%
Office of the Mayor	15,48	1 12%
Office of the Municipal Manager	8,69	0 7%
Total	132,54	7 100%



Municipal Entity Budget Information

MUNICIPAL ENTITY INFORMATION

The 2018/19 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 will be included in the Final Budget, under a separate cover.

DC10 Sarah Baartman - Supporting Table SA31 Aggregated entity budget

DC10 Sarah Baartman - Supporting Table SA31 Description	2014/15	2015/16	2016/17	Cu	rrent Year 2017/1	18	2018/19 Medi	um Term Revenue Framework	& Expenditure
Re million	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
Financial Performance					-				
Property rates	1			4			+ 411		
Service charges		2.5				مثم	050	250	350
Investment revenue	228	285	297	465	465	230	350	350 5,900	6,300
Transfers recognised - operational	4,000	1,720	6,031	5,400	5,400	5,400	5,500		2,327
Other own revenue]		304	2,995	2,995	80	3,776	2,502	2,321
Contributions recognised - capital & contributed assets									
Total Revenue (excluding capital transfers and contributio	ns) 4	2	7	9	9	6	10	9	_
Employee costs	1,700	3,911	3,401	4,790	4,790	3,531	5,706	6,491	6,945
Remuneration of Board Members	120	101	152	108	33	86	108	114	121
Depreciation & asset impairment	35	26	25	25	25	25	25	25	25
Finance charges	6	1	1						-
Materials and bulk purchases									
Transfers and grants			879						4.00
Other expenditure	392	789	876	3,888	3,888	1,866	3,727	2,122	1,886
Total Expenditure	2	5	5	9	9	6	10		!
Surplus/(Deficit)	2	(3)	1	0	0	0	0		
Capital expenditure & funds sources						i			
Capital expenditure								<u> </u>	
Transfers recognised - operational							l .		
Public contributions & donations		1							
Borrowing							1.		
Internally generated funds							ļ		
Total sources		<u> </u>		<u>-</u>			-	<u> </u>	
Financial position									
Total current assets	ľ			[l		!		
Total non current assets							1		
Total current liabilities				•					
Total non current liabilities				İ					
Equity							<u> </u>		
Cash flows									
Net cash from (used) operating	Į.	1							
Net cash from (used) investing									
Net cash from (used) financing									
Cash/cash equivalents at the year end	1			l			1	<u></u> _	

Cacadu Development Agency - Table D1 Budget Summary

Description	2014/15	2015/16	2016/17	Cur	rent Year 2017/	18	Medium Tern	Revenue and Framework	Expenditure
R thousands	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
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	· -	-	-	-	-	-	-	-	-
Investment revenue	228	285	297	465	465	230	350	350	350
Transfers recognised - operational	4,000	1,720	6,031	5,400	5,400	5,400	5,500	5,900	6,300
Other own revenue	_		304	2,995	2,995	80	3,776	2,502	2,327
Total Revenue (excluding capital transfers and contributions)	4,228	2,005	6,633	8,860	8,860	5,710	9,626	8,752	8,977
Employee costs	1,700	3,911	3,401	4,790	4,790	3,531	5,706	6,491	6,945
Remuneration of councillors	120	101	152	108	33	86	108	114	121
Depreciation & asset impairment	35	-		-	-	-	-	-	_
Finance charges	6	1	1	_	_	-	-	-	-
Materials and bulk purchases	_	-	_		-	-	-	-	-
Transfers and grants	_	_	879	-	-	-	-	-	-
Other expenditure	392	815	901	3,913	3,913	1,891	3,752	2,147	1,911
Total Expenditure	2,253	4,828	5,334	8,810	8,735	5,507	9,566	8,752	8,977
Surplus/(Deficit)	1,975	(2,824)	1,299	49	124	203	60	_	-
Transfers and subsidies - capital (monetary allocations) (Natio	_	-	-	_	_ '	_	-	-	-
Contributions recognised - capital & contributed assets	_	-	_	_	_	-		_	_
,	1,975	(2,824)	1,299	49	124	203	60	-	-
Surplus/(Deficit) after capital transfers & contributions								i	
Taxation	_	_	_	_	_	_	_	_	_
Surplus/ (Deficit) for the year	1,975	(2,824)	1,299	49	124	203	60	_	
Capital expenditure & funds sources								<u> </u>	
Capital expenditure	76	15	9	50	50	20	60	_	_
Transfers recognised - capital	76	15	9	50	50	20	60	_	-
Public contributions & donations		-	_	_				_	_
Borrowing	_ `	_ '	_	_	_	_	-	_	_
Internally generated funds	_	_	_	_	_	_	_	_	
Total sources of capital funds	76	15	9	50	50	20	60	_	-
Financial position									
Total current assets	7,485	5,672	5,881	5,656	5,656	6,179	6,204	6,229	6,25
Total non current assets	118	107	91	157	157	157	207	-	-
Total current liabilities	1,862	2,862	1,755	_	_	_	-	-	-
Total non current liabilities	_	_	-	-	-	-	-	_	-
Community wealth/Equity	5,741	2,917	4,217	5,813	5,813	6,336	6,411	6,229	6,25
Cash flows			-						
Net cash from (used) operating	2,163	(1,816)	(727)	811	811		1		5 2
Net cash from (used) investing	(76)	(15)	(9)	(50) (50	(20) (60) -	-
Net cash from (used) financing	_	-	-	-	-	-	-	-	
Cash/cash equivalents at the year end	7,462	5,631	4,895	5,656	5,656	6,179	6,204	6,229	6,25

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

Description	Ref	2014/15	2015/16	2016/17	Cui	rent Year 2017/1	18	Medinii i eli	n Revenue and Framework	rvheuring.
R thousands	ľ	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
Revenue by Source	1								1	
Property rates		i AL Char			1					
Service charges - electricity revenue		200					. 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		
Service charges - water revenue								1,17	9	i ja
Service charges - sanitation revenue	ļ	e de la companya de la companya de la companya de la companya de la companya de la companya de la companya de		2.5	17.		*		1	
Service charges - refuse revenue			Zi i			100	1.1			
Service charges - other		-5	V.	17	: 100 m	February Transfer of the second secon	ali.			
Rental of facilities and equipment			Pr 19	294	321	321	- 80			
Interest earned - external investments		228	285	297	465	465	230	350	350	350
Interest earned - outstanding debtors		ĺ	1	Vage.	1,574	150 130 130	5 1 VIV	9.35		3%
Dividends received			1	5.54		479		Sin Co		1.000
Fines, penalties and forfeits		Q 19°			. ji	168-041	3 ^{5,1} ''	Kis Yild Bar	12 (2012)	17
Licences and permits							.á- · ·	27	'	, i
Agency services		169	i ja	175-1		sa ty ^l l		1,30	1.75	51.5 t
Transfers and subsidies		4,000	1,720	6,031	5,400	5,400	5,400	5,500	5,900	6,300
Other revenue				10	2,674	2,674	-	3,776	2,502	2,327
Gains on disposal of PPE				1				44°	A.	
Total Revenue (excluding capital transfers and contributions) Expenditure By Type		4,228	2,005	6,633	8,860	8,860	5,710		8,752	8,97
Employee related costs	l	1,700	3,911	3,401	4,790	4,790	3,531		6,491	6,94
Remuneration of councillors		120	101	152	108	33	86		114	12
Debt impairment	4		1		: 1.		- 47			
Depreciation & asset impairment	ļ.	35	26	25	25	25	25	25	25	2
Finance charges		6	1	1						
Bulk purchases	2							1	l .	
Other materials	5							4		
Contracted services			1					1		
Transfers and subsidies	1		.	879		Į				
Other expenditure	3	381	789	876	3,888	3,888	1,866	3,727	2,122	1,88
Loss on disposal of PPE		11	-							
Total Expenditure		2,253	4,828	5,334	8,810	8,735	5,507	9,566	8,752	8,97
Surplus/(Deficit)		1,975	(2,824	1,299	49	124	203	3 60	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			,		,		!			
(National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons Higher Educational Institutions)					14			-	:	
Transfers and subsidies - capital (in-kind - all)			l				<u> </u>	_	·	
Surplus/(Deficit) after capital transfers & contributions		1,97	5 (2,824	1,299	49	124	201	3 6	-	-
Taxation										
Surplus/ (Deficit) for the year		1,97	5 (2,824	1,299	49	124	20	3 6	0 -	-

Vote Description Ref 2014/15 2015/15 2016/17 Current Year 2017/18 Medium Term Revenue Framewood Cutcome Cu	Budget Year
Notice	Budget Year +2 2020/21
Rthousands	
Infrastructure	
Roads Infestructure	
Road Structures	-
Road Structures	-
Road Structures	_
Road Furniture	
Storm water Intrastructure	
Slorm water Inflastructure	
Drainage Collection	
Storm water Conveyance	. <u>-</u>
Attenuation Electrical Intrastructure	
Electrical Infrastructure	. <u>-</u>
Power Plants	
HV Switching Station	. _
HV Switching Station	.
HV Transmission Conductors	
MV Substations -	- -
MV Networks - <td< td=""><td>- -</td></td<>	- -
MV Networks - <td< td=""><td>_ </td></td<>	_
LV Networks	
Capital Spares -	- - -
Water Supply Infrastructure -<	
Dams and Weirs	
Boreholes	_
Reservoirs	
Pump Stations - <	_ _
Water Treatment Works -	_ _
Bulk Mains -	
Distribution - <t< td=""><td></td></t<>	
Distribution Points	- -
PRV Stations - <t< td=""><td>_ _</td></t<>	_ _
Capital Spares	
Sanitation Infrastructure	- -
Pump Station	- -
D. P. J. J. P. J. T. J. J. T. J. J. J. J. J. J. J. J. J. J. J. J. J.	- -
Reticulation	- -
Waste Water Treatment Works	_ _
Outfall Sewers	_
Toilet Facilities	
Capital Spares	_ _
Solid Waste Infrastructure	
Landfill Sites	_
Waste Transfer Stations	_
Waste Processing Facilities	_ -
Weste Drop-off Points	
Waste Separation Facilities - " - " - " - " - " - " - " - " - " -	
Electricity Generation Facilities – – – – – – – – – – – – – – – – – – –	_
Capital Spares	
Rail Infrastructure	_
Rail Lines	
Rail Structures	_
Rail Furniture	
Drainage Collection	
Storm water Conveyance	_
Attenuation	
MV Substations	_
LV Networks	
Capital Spares	_
Coastal Infrastructure	_
Sand Pumps	-
Piers	_
Revelments	

		1	1		1	1		1	_	1
Promenades		-	-	-	-	-	- 1	-		-
Capital Spares		-	-	-	-	-	-	-	-	_ [
Information and Communication Infrastructure		-	-	-	-	-	-	-	_	_
Data Centres		-	-	*	-	-	- [-	-	_
Core Layers		-	-	-	-	-	-	-	_	_ [
Distribution Layers]	-	-	-	-	-	-	-	_	_
Capital Spares		-	-	-	-	-	- 1	- 1	_	_ i
Community Assets		-	-	-	-	<u>-</u>			_	
Community Facilities		_	_	-	-	-	-	-	-	-
Halls				- 1	-	-	-	- 1	-	-
Centres		-	-	-	-	-	-	-	-	-
Crèches		- 1	-	-	-	- '	-	-	-	-
Clinics/Care Centres		-	_	_	-	-	- 1	-	-	-
Fire/Ambulance Stations		-	-	-	_	-	-	-	-	-
Testing Stations		-	-	. –	_ '	- 1	-	-	-	-
Museums		-	_	_	-	-		-	-	-
. Galleries		_	-	_	-	-	-	-	-	- 1
Theatres		_	-	-	_	-	_	-	- 1	-
Libraries		-	-	-	-	_ '	_	-	-	-
Cemeteries/Crematoria		_	_	_	-	_		-	-	- 1
Police		_	-	_		-	-	-	- '	-
Parks		_	-	-	-	_	_	- !	-	-
Public Open Space		-	-	-	-	_	_	-		-
Nature Reserves		-	-	_	-	-	_	-	-	-
Public Ablution Facilities	1 1	_	-	-	-	_	-	- 1	-	-
Markets		_		_	-	_	_	-	-	-
Stalls		_	_	_	-	-	-	-	-	-
Abattoirs	'	_		-	-		-	-	-	-
Airports		_	-	-	-	-	_	-	-	-
Taxi Ranks/Bus Terminals		_	-	_	-	-	_	-	-	-
Capital Spares		_	-	_	-	-	-	-	-	-
Sport and Recreation Facilities		_	-	-	-	-	-	_	-	-
Indoor Facilities		-	-	_	-	-	-	i -		-
Outdoor Facilities	1	_	_	_	-	-	-	-	-	-
Capital Spares		-	-	-	-	_	-	_	_	-
Heritage assets	1	_	_	_	_	-	-	_		
Monuments			-		Ξ		_	-	-	-
Historic Buildings		_	_	-	_	-	-	-	-	_
Works of Art		-	-	_	-	-	-	-	-	-
Conservation Areas		_	-	-	-	_	_	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
Investment properties		_	_	_	_	_	_	_	_	_
Revenue Generating	ŀ		_		_	_			_	_
Improved Property	ļ	_	-	_	_	_	_		-	_
Unimproved Property		_	_	_	_	_	_	-	_	-
Non-revenue Generating	-	_	_	_	-	_	_	-	-	-
Improved Property		_	_	_	-	-	-	-	-	_
Unimproved Property		_	_	_	-	_	_	-	_	-
		_	_	_	-	_	_	_	_	_
Other assets Operational Buildings					 	-	 		-	 -
Operational Buildings			_	_] _	_	_		_	_
Municipal Offices Pay/Enquiry Points	1	_	_	_	_	_	_	_	-	_
Pay/Enquiry Points Building Plan Offices		_	_	_	_		_	-	_	_
1		_		_	_		_	_	_	_
Workshops Yards		_	ļ		_	_	_	-	-	_
Stores		_		_	_	_	_	_	-	_
Laboratories		_	_	_	_	_	_	_	_	_
Laboratories Training Centres		_			_	ì	_	_	_	_
Manufacturing Plant					_		_	_	_	-
Depots				1	ŀ				_	_
Capital Spares		_				_	_	-	_	_
Housing Housing		_		Ĭ	_	_	_	. _	_	-
Staff Housing		_			-		-		-	_
Social Housing Social Housing	-						_	. _	_	_
Capital Spares		_		İ	1	_	_	. -	_	-
Soprati Sparos				1	ŀ	1		I	I	. 1

Biological or Cultivated Assets	1 [-	-	-					-	
Biological or Cultivated Assets	-		-		-	-	-	-	-	-
"		_	_	_	_	_	-	-	-	-
Intangible Assets	1 -						-		-	-
Servitudes		_	_	_ 1	_	_	- \	-	-	-]
Licences and Rights			_	_ [_	_	-	-	-	-
Water Rights		-	_	_	_ 1	_	_]	-	-	-
Effluent Licenses		-	-	_ [_	_ !	_	_	_	_
Solid Waste Licenses		-	-		-		_]	_	_	_
Computer Software and Applications		-	-	- 1	-	1	_	_	_	_
Load Settlement Software Applications		-	-	- 1	-	-			_	_
Unspecified	•	-	-	-	-	-	-	-	-	_
Computer Equipment		76	15	9	50	50	20	60		
		76	15	9	50	50	20	60	-	- '
Computer Equipment				_		_	_	_	_	_
Furniture and Office Equipment		=								
Furniture and Office Equipment		-	-	-	-	-		ļ		
Machinery and Equipment		_	-	[
Machinery and Equipment		_		-	-	-	-	-	-	-
					_	_	_	_	_	_
Transport Assets	i									-
Transport Assets		-	-	-]	-	-	_			
Land		_	-		-		-			
Land			· -			-	-	-	-	-
					_		_	_ '	-	-
Zoo's, Marine and Non-biological Animals										
Zoo's, Marine and Non-biological Animals		-	-	- 1	-					
Total capital expenditure on assets	1	76	15	9	50	50	20	60		_
F. Jakon						<u> </u>				
Funded by: National Government	İ									
		1	=							
Provincial Government		76	15	9	50	50	20	60		
Parent Municipality		1 "	,,							
District Municipality		76	15	9	50	50	20	60	-	-
Transfers recognised - capital		("	13		"					
Public contributions & donations	6	1				,				
Borrowing	3		1							
Internally generated funds			15	9	50	50	20	- 60		_
Total Capital Funding	4	76	13	<u> </u>		30			-	

Cacadu Development Agency - Table D4 Budgeted Financial Position

Description	Ref	2014/15	2015/16	2016/17	Cur	rrent Year 2017/	18	median ten	Revenue and Framework	
R thousands		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	+1 2019/20	Budget Year +2 2020/21
ASSETS							'			
Current assets					1161				i.	307 h
Cash		2.4	South		5,656	Land				
Call investment deposits		7,462	5,631	4,895	5,656	5,656	6,179	6,204	6,229	6,254
Consumer debtors	1 1	-	- 1	658			2		41	20 to 1
Other debtors		, 7 23	40	327	300 300					12 M
Current portion of long-term receivables				+ 45		1	' '.' I	14h	Factor .	
Inventory		11	SES.	-ç-	1,340	. 854	:4	ASSESS 5	5,38,40.	i
Total current assets		7,485	5,672	5,881	5,656	5,656	6,179	6,204	6,229	6,25
Non current assets								. 6%		
Long-term receivables	3	1.37	12.		1,14		12.50			
Investments				i i	,	1	, ,	.2341 Jestan	254.8	
Investment property					, 7,		1			+ 5
Investment in Associate	ľ	1.10	-1		11/2	19 C	4		1.5	
Property, plant and equipment	1	118	107	91	157	157	157	207	197	:
Agricultural			No.		Ž .		4	1		
Biological									- 14	
Intangible			17			* - 12		18.3 ⁶ 1	1	, in
Other non-current assets		je i		e uz						
Total non current assets	-	118	107	91	157	157	157	207		
TOTAL ASSETS		7,603	5,779	5,972	5,813	5,813	6,336	6,411	6,229	6,25
LIABILITIES										
Current liabilities								ļ		
Bank overdraft										
Borrowing										
Consumer deposits								1		
Trade and other payables		1,703	2,483	1,600						
Provisions	3	159	379	156				1	1	
Total current liabilities	-	1,862	2,862		-	_			-	<u> </u>
·		<u> </u>								
Non current liabilities										
Borrowing	3				25,1			71		
Provisions				ļ	_	_	 -		_	
Total Mapurities		1,862					-		† -	
TOTAL LIABILITIES				1		-	6 226	6.444	6,229	6,2
NET ASSETS	2	5,741	2,917	4,217	5,813	5,813	6,336	6,411	0,22	, 3,2
COMMUNITY WEALTH/EQUITY		1						1		
Accumulated Surplus/(Deficit)	1	5,741	2,917	4,217	5,813	5,813	6,330	6,411	6,22	9 6,2
Reserves	İ									
Share capital										
TOTAL COMMUNITY WEALTH/EQUITY	2	5,741	2,917	4,21	5,813	5,813	6,33	6 6,411	6,22	9 6,2

Cacadu Development Agency - Table D5 Budgeted Cash Flow

Cacadu Development Agency - Table D5 Budgete Description	Ref	2014/15	2015/16	2016/17	Cur	rrent Year 2017/	18	Medium Tem	Revenue and Framework	Expenditure
t thousands .		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
ASH FLOW FROM OPERATING ACTIVITIES	٦.	'	İ							•
Receipts		e.				, ··				131
Property rates	1	31 31		1	1 (8)					F
Service charges				20	2,995	100	.21		.i	1
Other revenue	1		م نے د	36	2,990 5,400	5,400	5,400	5,500	5,900	6,300
Government - operating		4,000	1,720	4,500	: 5,400	5,400	J,400	3,000	5,500	
Government - capital		100		297		400	230	350	350	350
Interest		228	285	297	465	465		350		, ,
Dividends	1	2.5°					g KA		15	
Payments	2				(0.040)	2000	14 200	(5,765)	(6,225)	(6,625
Suppliers and employees	l	(2,066)	(3,820)	(5,560)	1	i	(4,326	(0,700)	(0,220)	(0,020
Finance charges			150			- JF			* v .	
Dividends paid		14			5		100			
Transfers and Grants	_	<u> </u>		<u> </u>	- 2 ²		4004	85	25	25
NET CASH FROM(USED) OPERATING ACTIVITIES		2,163	(1,816)	(727)	811	811	1,304	60		
CASH FLOWS FROM INVESTING ACTIVITIES		i								
Receipts										
Proceeds on disposal of PPE		5.5		F	1.	1		1.5		
Decrease (Increase) in non-current debtors										
Decrease (increase) other non-current receivables		i e			,	r ^a ,			1 4	
Decrease (increase) in non-current investments	1				ļ					1
Payments	İ									
Capital assets	1	(76) (15) (9	(50					
NET CASH FROM/(USED) INVESTING ACTIVITIES		(76		(9) (50) (50) (20) (60		
CASH FLOWS FROM FINANCING ACTIVITIES	1									
]								
Receipts	1			!				i		
Short term loans										
Borrowing long term/refinancing Increase (decrease) in consumer deposits	- [
						1				
Payments Payment of horrowing						-	1	l		
Repayment of borrowing NET CASH FROM/(USED) FINANCING ACTIVITIES			 	-						-
	1	2,08	3 (1,83	1) (73)	3) 76	1 76	1,28	4 2	5 25	5 2
NET INCREASE/ (DECREASE) IN CASH HELD				<u> </u>						I
Cash/cash equivalents at the year begin:	1 4	.	· · , · , · , · , · , · , · , · , · ,	_		6 5,65			4 6,22	6,25

cadu Development Agency - Supporting		2014/15	2015/16	2016/17	Cu	rrent Year 2017/18		Medium Теп	n Revenue and Framework	Expenditure
Performance target description	Unit of measurement	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget		II Year recast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Yea +2 2020/21
er SDBIP of parent municipality	2000 2000 1000 1000 1000 1000 1000 1000	Refer SDBIP of	Refer SDBIP of		Refer SDBIP of	Refer SDBIP of Refer	SDBIP of	Refer SDBIP of	Refer SDBIP of	Parent Munic
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Description of indicator	porting Table SD2 Financial and non- Basis of calculation	Ref	2014/15	2015/16	2016/17	Сип	rent Year 2017/1	8	Medium Ten	m Revenue and Framework	
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	+2 2020/21
Borrowing Management											
Credit Rating	E & Description / Operation		0%	0%	0%	0%	0%	0%	0%	0%	0%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure		U78	078	· · ·	"	***				
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital						0%	0%	0%	0%	0%	l 0%
Gearing	Long Term Borrowing / Funds & Reserves		0%	0%	0%	U76		078		""	
Liquidity										0.00	0.00
Current Ratio	Current assets / current liabilities		4.02	1.98	3.35	0.00	0.00	0.00 0.00	0.00	0.00	0.00
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days		4.02	1.98	3.35	0.00	0.00				
Liquidity Ratio	Monetary Assets / Current Liabilities		4.01	1.97	2.79	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Management Annual Debtors Collection Rate (Payment	Last 12 Mths Receipts / Last 12 Mths Billing			0%	0%	0%	0%	0%	0%	0%	0%
Level %)					2.001	0.007	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%	ļ				
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		1%	2%	15%	0%	0%	0%	0%	0%	0%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old										
Creditors Management		ŀ							1		
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))				.V			1.			
Creditors to Cash and Investments			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Funding of Provisions			İ								
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions	l									
Other Indicators	Takel Melyana I negga (MAD)	1									
	Total Volume Losses (kW) Total Cost of Losses (Rand '000)	l '		'							
Floodright Distribution Lagger (2)	% Volume (units purchased and generated less										1
Electricity Distribution Losses (2)	units sold)/units purchased and generated									!	
<u> </u>	Total Volume Losses (kt)	1		1		ĺ			ļ		
	Total Cost of Losses (Rand '000)		1								
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated	ŝ									
Employee costs	Employee costs/Total Revenue - capital revenue		40.2%	195.1%	51.3%	54%	54%	62%	59%	74%	77%
Remuneration	Total remuneration/(Total Revenue - capital revenue)		52.2%	145.2%	53.6%	55.3%	55.3%	63.3%	60.4%	75.5%	78.7%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)		0.1%	0.1%	0.0%	0%	0%	0%	0%	0%	0%
Financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating	1			.	-			.	- .	-
i. Debt coverage	Grants)/Debt service payments due within financial year)			·						i	
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services		0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii, Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure		555%	1.9	1.	5 1.1	1.1	1 1	.9 1	.1 1	.2

Investments by Maturity	Ref	Period of Investment	Type of investment	Capital Guarantee (Yesf No)	Variable or Fixed interest rate	interest Rate	Conymission Paid (Rands)	Commission Recipient	Expiry date of Investment	Opening balance	Interest to be realised	Partis / Premature Withdrawal	Investment Top Up	Closing Balance
ame of Institution & Investment ID		Yrs/Months	1											
	1	The agency does not have t	lovestmen) mortfolin		7.00	14.		1100		W		L. A		
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acadu Development Agency - Supporting Table SD		201		2015/16	2016/17			rent Year 2017/1	18	Medium Teri	n Revenue and Framework	Expenditure
Summary of Employee and Board Member remuneration	Ref	Aud	lited come	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
thousands			A	В	С		D	E	F	G	H	
emuneration	T-					1						
loard Members of Entities						١	i	l				
Basic Salaries and Wages				.45	: :			1				
Pension and UIF Contributions	1	d,	1			1	- 30	* *				
Medical Aid Contributions				2	:	ì						
Overtime		26-				13	. YE.					
Performance Bonus	1		.				200					
Motor Vehicle Allowance		j.		5-	- X		(%)			2.7	_	L
Celiphone Allowance	1			5.4	· A				غربان 19 م الدائي	-	1.00	14
Housing Allowances	ĺ			4.4.5			24.4	3.5		e e e	1, 1,	
Other benefits and allowances	-	-	de l	•	1				86	400	1 11	43
Board Fees	1	1	101	108	152		108	108	- 86	108	114	12
Payments in lieu of leave	1	i	25				.a4			1		
Long service awards	1			· .		ĺ				.1		
Post-retirement benefit obligations	1	1.		<u> </u>		1_	·					40
Sub Total - Board Members of Entities	1		101	108	157	2	108	108	86			
% increase	ŀ	_		0	()	(0)	(0)	(0) 0	0	6.1
Caulas Managara of Entitias	1											
Senior Managers of Entities Basic Salaries and Wages			834	888	3,40	1	4,790	4,790	3,531	5,706	6,491	6,94
Pension and UIF Contributions	1		- 1	4 <u>-</u>	· ·							
	ı	1.	_	7 t		1	* *					
Medical Aid Contributions	-	1 - 11	51			1			:	•]		
Overtime	ı	1	58	106		•				1		
Performance Bonus			120	120	1			1	!	ì	1	İ
Motor Vehicle Allowance		-	120			1						
Celiphone Allowance			i			1						1
Housing Allowances Other benefits and allowances					-							
	-					1						
Payments in lieu of leave	-	-				İ						
Long service awards Post-retirement benefit obligations	1					1						
Sub Total - Senior Managers of Entities	'		1,012	1,11	5 3,40	1	4,790	4,790	3,53	1 5,70	6 6,49	
_			-,)	0	0			0	0	0 7.
% increase	- [-				ì						
Other Staff of Entities				İ	4	-				1		
Basic Salaries and Wages	- [900	1,31	4	Ì						
Pension and UIF Contributions						ı				1		
Medical Aid Contributions						İ						
Overtime						-						
Performance Bonus		-	126	9	1							
Motor Vehicle Allowance						ı				1		
Cellphone Allowance	ļ							1		1	1	
Housing Allowances					.	-				1		
Other benefits and allowances			68	28	14			1			1	
Payments in lieu of leave						-				1		
Long service awards		- [1							
Post-retirement benefit obligations		1						1	-			_
Sub Total - Other Staff of Entities	l		1,094	1,61		_		-		<u> </u>		
% increase		1			0	-			<u></u>			
Total Municipal Entities remuneration	— <u>†</u>	- -	2,207	2,9	12 3,5	53	4,89	8 4,89	8 3,6	16 5,8	14 6,6	05 7,

Cacadu Development Agency - Supporting Table SD5 Summary of personnel numbers

Summary of Personnel Numbers	Ref		2016/17		Cı	ırrent Year 2017	/18	Ви	dget Year 2018	119
Number	1	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities				·						
Councillors (Political Office Bearers plus Other Councillors)		1 :		100						a
Board Members of municipal entities	3	5	5	5	.÷. 5	5	. 5	5	5	
Municipal entity employees	4					İ		ļ	1.00	:
CEO and Senior Managers	2	1	. 1.	1	j 1	1 1	1	1	1	<i>'</i>
Other Managers	6	4	4	4	. 4	4	4	4	4	٠ .
Professionals	ļ	-	-	. –	-	-	-	-	-	-
Finance	1		13.7			1947		1 /		
Spatial/town planning			2			95.5				
Information Technology			-		1 7 7 7					
Roads						1.1		ļ.		(#E)
Electricity										
Water	-									
Sanitation	-				1				ł	
Refuse	1			.:	S 4.			1.		5
Other				1 4 6	A			-	1.00	
Technicians		_	-	1 1	_	_	_			· -
Finance		1			ł	i .		İ		
Spatial/town planning						1 2				
Information Technology			. :					ļ		
Roads	-				1		1			1
Electricity	i	ļ				100	1			
Water										
Sanitation			!		Į.			ŀ	11 -	
		1	1		i				. **	
Refuse						1 :				
Other	- 1			ļ					1	
Clerks (Clerical and administrative)	ļ		[]							
Service and sales workers	1					4.7	1			
Skilled agricultural and fishery workers		· .				1.				
Craft and related trades	- 1				l .					
Plant and Machine Operators	- 1							I		
Elementary Occupations			ļ.,,	ļ	ļ	<u> </u>		1	10	
Total Personnel Numbers	_	10		10					1.	1
% increase			-	-	_	-	-	-	-	1
Total entity employees headcount	5			1				1		
Finance personnel headcount	7			1	ļ.			1	ŀ	
Human Resources personnel headcount	7	1								

						Budget Year 2018/19	r 2018/19					-	_	Framework	
Description	July	August	Sept.	October	November	December	January	February	March	April	Мау	June	Budget Year B 2018/19	Budget Year E +1 2019/20	Budget Year +2 2020/21
R thousands Operation Revenue By Source										THE PLAN					I
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rippelly idles						- 1		:		- 12 ²		1	ı	ι	1
Service charges - electricity revenue									:	<u>.*</u>		ı	1	1	1
Service charges - water revenue								ifi	F		37.	ı	ı	1	1
Service charges - sanitation revenue	-	•								<i>A</i> 1				1	ı
Source characs - refuse revenue			•							A P		l	I	ì	
territor of territor at the second						<u> </u>	37	i je	.:			I	ı	1	1
Service cliarges - onlier	.**	-						or TV			١	i	1	ı	•
Rental of facilities and equipment		20	20	80	29	29	73	53	82	52	29	58	320	320	ਲੱ
interest eamed - external investments	67	3	3	ì							-00	ı	1	1	ı
Interest earned - outstanding debtors						-		, vi		ķ.		ı	1	ı	
Dividends received									All the second		<u>.</u>		•	1	1
Fines negatives and forfeits											25.	ı	ı		
		:			:						- Sign	t	ı	ı	
Licences and permits							734			AUTO.	gy.	ı	ı	t	ı
Agency services		L									(1) Sec.	1	5,500	2,900	6,300
Transfers and subsidies	1	onc'c		ç	co	33	33	33	8	32	33	3,429	3,776	2,502	2,327
Other revenue	32	35	75	70		20	\$.	!		- K		1	t	1	
Gains on disposal of PPE								2	3	2	2	2 458	9 626	8.752	8.977
Corotal Revenue (excluding capital transfers and contributions)	61	5,561	59	61	50	6	5	5	5	5	5	5			. !
Operating Expenditure By Type				: 	:	:	Ç					5.637	5.706	6.491	6,945
Employee related costs	ယ	9	9	9				D (0 (2		200	80	114	121
Remuneration of Board Members	က	m	က	က		رى		? }		•		2	3 1	1	
Debt impairment							•				. S - C	c	Х	35	
Depreciation & asset Impairment	2		2		7	7	7	7	N	7	7	7	3 !	3 1	
Finance charges					>	25	200	24	. **	-81 8 14 13 13	\$ 7 \$		5	ı	
Bulk purchases											£91	. !	ı	'	
Other materials												1 1	_ 	ı	'
Contracted services						2				P. T.	. A		ı	1	
Transfers and subsidies							· .	1	4	. 25		2.048	3 707	2.122	1,886
Other expenditure	156	156	156	156	156	32	<u>ਵ</u>	8	<u>₹</u>	3	3	2 1	i 1	ļ ,	
Loss on disposal of PPE								1			197	7 790	0 566	8 752	8 977
Total Expenditure	167	167	167	167	167	167	167	167	167	10/	101	ce t'i	onc's	2010	
Capital expenditure by Asset Class/Sub-class															
	1	'	1	1	1	1	ı	1	1	ı	1	1	ı	1	
<u>Intrastructure</u> Dondo infracture	,	'	, 	1	,	;	1		1	ı	1	ţ	1	1	
Populo III ustructure Populo								:				1	1	ι	
2000												ı	,	1	
C. T. C.					_		_	_		\$ 1 m			-		

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Bulk Mains Distribution Distribution Points

Dams and Weirs
Boreholes
Reservoirs
Pump Stations
Water Treatment Works

HV Transmission Conductors

MV Substations

HV Switching Station

HV Substations

Power Plants

MV Switching Stations MV Networks LV Networks

Water Supply Infrastructure

Capital Spares

Storm water Conveyance Attenuation

Electrical Infrastructure

Storm water Infrastructure

Capital Spares

Drainage Collection

Waste Water Treatment Works

Outfall Sewers

Toilet Facilities

Capital Spares Sanitation Infrastructure

Pump Station Reticulation

PRV Stations

Electricity Generation Facilities

Capital Spares

Rail Infrastructure

Rail Lines Rail Structures

Waste Processing Facilities Waste Drop-off Points Waste Separation Facilities

Waste Transfer Stations

Landfill Sites

Capital Spares Solid Waste Infrastructure

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Sport and Recreation Facilities

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Biological or Cultivated Assets

Social Housing Capital Spares

Staff Housing

Housing

Biological or Cultivated Assets

Licences and Rights Servitudes

Water Rights

Intangible Assets

122

Building Plan Offices

Workshops

Yards Stores

Pay/Enquiry Points

Municipal Offices

Operational Buildings

Other assets

Non-revenue Generating

Unimproved Property Revenue Generating Improved Property

Investment properties

Conservation Areas

Other Heritage

Historic Buildings

Monuments

Works of Art

Heritage assets

Outdoor Facilities

Capital Spares

Indoor Facilities

Unimproved Property

Improved Property

Training Centres Manufacturing Plant

Laboratories

Capital Spares

Depots

		-	_			_	_	_		97.		_	1	1	1	_
Effluent Licenses		-				111				-			'	1	ı	
Solid Waste Licenses											:: ⁵ '		'	I	1	
Computer Software and Applications								i					ı	I		
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Zoo's, marine and Non-biological Animais		i	į								<u>.</u>	1	ı	1	•	
11.			,	1	'	•		1	'		1	- 60	09	1		
Total capital expenditure		- - 														
CASH FLOW FROM OPERATING ACTIVITIES																Г
Receipts									144		1 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2					
Property rates				,								1	:	ı	1	
Service Charges Chipe revenire									-			t ·				1 8
Government - operating												2,500				
Government - capital												350				
Interest											-	ores.				1
Dividends										i i						
Payments										-	3 25 25	(5,765	_			22)
Suppliers and employees								. A ca				1				
Finance charges									- 1							
Fividends pard											. 73	1				,
Transfers and Grants	1	1	•		1				1							52
NET CASH FROM (USED) OF ENAMING ACTIVITIES																
CASH FLOWS FROM INVESTING ACTIVITIES																
Receipts		_					_					_	_	_	_	-

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Proceeds on disposal of PPE			-						<u>. :</u>			t)	1	l
Decrease (Increase) in non-current debtors												1	;	ī	,
Decrease (increase) other non-current receivables				•						Sart	9	1	1	1	1 1
Decrease (increase) in non-current investments					*		.				, i	ı.—	ı	 I	
Payments									i,			(60)	(90)	I	ı
Capital assets		ļ			ļ				3.			(00)	(60)		;
NET CASH FROM/(USED) INVESTING ACTIVITIES	1	t	1	1	1	1	'	•	'	1	1	(no)	(00)	 - 	
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CASH FLOWS FROM FINANCING ACTIVITIES															
Receipts								,					-		,
Short term loans					· ·-		•	4			•	ı	 I	ı ;	•
— Вотгомing long termirefinancing		-								. 4		i	:	1	
Increase (decrease) in consumer deposits												ŧ	1	l.	ı
Payments		•	-												1
Repayment of borrowing											:	1	1	'	
NET CASH FROM/(USED) FINANCING ACTIVITIES	ı	-	1	1	'	t	1	ı	ı			ı	1	'	'
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NET INCREASE/ (DECREASE) IN CASH HELD	1	1	1	1	•				-	-	-	6 470	6.170	6.204	6 229
Cash/cash equivalents at the year begin:		ı	ı	1	ı	'	•	·	ı	ı	1	671.0	671.0	4,20	77. 4
Cash/cash equivalents at the year end:	I	1	1	1	'	-	-	ı	1	1	-	b,204	5,204	0,223	0,204

Cacadu Development Agency - Supporting Table SD7a Capital expenditure on new assets by asset class Medium Term Revenue and Expenditure Current Year 2017/18 2014/15 2015/16 2016/17 Description Ref Framework Budget Year **Budget Year** Audited Original Adjusted Full Year Budget Year Audited Audited 1 R thousand Budget Forecast 2018/19 +1 2019/20 +2 2020/21 Outcome Budget Outcome Outcome Capital expenditure on new assets by Asset Class/Sub-class Infrastructure Roads Infrastructure Roads Road Structures Road Furniture Capital Spares Storm water Infrastructure Drainage Collection Storm water Conveyance Attenuation Electrical Infrastructure Power Plants HV Substations HV Switching Station **HV Transmission Conductors** MV Substations MV Switching Stations MV Networks LV Networks Capital Spares Water Supply Infrastructure Dams and Weirs **Boreholes** Reservoirs Pump Stations Water Treatment Works Bulk Mains Distribution Distribution Points PRV Stations Capital Spares Sanitation Infrastructure Pump Station Reticulation Waste Water Treatment Works Outfall Sewers Toilet Facilities Capital Spares Solid Waste Infrastructure Landfill Sites Waste Transfer Stations Waste Processing Facilities Waste Drop-off Points Waste Separation Facilities Electricity Generation Facilities Capital Spares Rail Infrastructure Rail Lines Rail Structures Rail Furniture Drainage Collection Storm water Conveyance Attenuation MV Substations LV Networks Capital Spares Coastal Infrastructure Sand Pumps Piers Revetments Promenades

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Capital Spares Information and Communication Infrastructure		-	-		-	-	-	-	-	_	
Data Centres Core Layers		1201 1201 1301	14 44.	V 1			4.5		\$ Y	•	
Distribution Layers	1 1	1	1-1.		÷		vi≜tr.			· 4	200
Capital Spares		Nei s	300	93		, i Na s		A P	ŀ		
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Halls	1					V.111	'				2
Centres		1.00		'	_1		4		3.		
Crèches											
Clinics/Care Centres		L'alpa	, , , 	'	2		14.14	· · · · · ·			
Fire/Ambulance Stations					-	100 100 100 100 100 100 100 100 100 100	!				
Testing Stations		1,377			, .	37	N. K.		451 \$	Art of	
Museums		100	100								
Galleries		26.3	- 95		1.		r popular	1			
Theatres						73		56,			
Libraries		, i f			İ		1 -		- 4 A		
Cemeteries/Crematoria Police]					
Parks									174		•
Public Open Space		10 mg	٠.		1					\$.	
Nature Reserves											
Public Ablution Facilities		i i			[
Markets			1					٠.	12.7		
Stalls		- 25	1 :			57	12.75	;	i		
Abattoirs	1			1.				, :			
Airports		. A.				**				"	
Taxi Ranks/Bus Terminals									i		
Capital Spares			_			_		_	_	_	_
Sport and Recreation Facilities		-	_		-						
Indoor Facilities	'				ı					ļ	
Outdoor Facilities					1						ı
Capital Spares					- 1		_		_	_	_
Heritage assets			ļ		-						
Monuments											
Historic Buildings					l						
Works of Art											
Conservation Areas	į				i						-
Other Heritage					1	_	_	_	_	_	_
Investment properties				-			-				
Revenue Generating		_		_							1
Improved Property											
Unimproved Property Non-revenue Generating				_	-		_	_	-	-	-
Improved Property											
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Other assets Operational Buildings				_				_	-	-	-
Operational Buildings Municipal Offices					٠						
Pay/Enquiry Points					!					1	
Building Plan Offices				1					1		
Workshops											
Yards	1					ļ			1		
Stores											
Laboratories				1			1				
Training Centres											1
Manufacturing Plant				.							
Depots		1									
Capital Spares			_]	_	_	_	_	. _	_	_	-
Housing			_	-	_	ļ		-	1		
Staff Housing						1					
Social Housing											
Capital Spares	-					_	.	_	_	_	_
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Biological or Cultivated Assets Biological or Cultivated Assets							 				

Intangible Assets	.		-		- [-		_		-		_	_	-		-	
Servitudes									- 1		-	y. 1				2.		
Licences and Rights			-		-		-		-		_	**	-			-		
Water Rights		J.	279b									1906				14.4	X.	,
Effluent Licenses					- 1	, ¥ %].	ets (A.		·	- 51
Solid Waste Licenses		A		ì					., ., .,			4.5			F- (2)	154	27 b	
Computer Software and Applications						414.	e.		94						10g 5.		`	
Load Settlement Software Applications			71	10.0		J.					ļ		ı			[4]		. '
Unspecified		: "					- 1		.				- 1				i	
Computer Equipment			76		15		9		50		50		20		60			
Computer Equipment		Section	76	J	15		.9	. * *	50		50		20		60			
Furniture and Office Equipment			-		-		-						_		-		<u> </u>	
Furniture and Office Equipment		100						4					1		-:	•		
Machinery and Equipment			_						_		!		_				- :	
Machinery and Equipment								i i				- West	1		. 4			
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Land			_	!			_		_	ļ	_				-	_		
Land		- 12			_					1.1	•				•		i	
Zoo's, Marine and Non-biological Animals			_		_		_		-	!	-		-		-			
Zoo's, Marine and Non-biological Animals		140.0								11 14								
Total Capital Expenditure on new assets	1	<u> </u>	76		15		9		50	ļ <u>.</u>	50		20		60			

Cacadu Development Agency - Supporting Ta Description	Ref	2014/15	2015/16	2016/17		rrent Year 2017		Medium Ten	m Revenue and Framework	Expenditure
R thousand	1	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
Capital expenditure on renewal of existing assets by As	set Class/Su	ıb-class								
Infrastructure		_	_	_	_	_	_	-	_	_
Roads Infrastructure			-		-		_		_	-
Roads		12,4%						e ene		
Road Structures							. 7			4
Road Furniture									1	
Capital Spares		1.0				1			1.5	
*			_		_	_	_	_		_
Storm water Infrastructure	İ		14.14			,				
Drainage Collection							(8)		1	
Storm water Conveyance						1	1,000			
Attenuation	l				1		_	<u> </u>	_	_
Electrical Infrastructure			_	_	· -	_	_			
Power Plants								1000		
HV Substations										
HV Switching Station						1		1		
HV Transmission Conductors		2 " " "				•			1	
MV Substations										
MV Switching Stations								1		
MV Networks		1 1 1				21		,	\ \ .	
LV Networks		1.57					1			
Capital Spares	1				1.9					
Water Supply Infrastructure		-	_	_	-	-	-	_	-	-
Dams and Weirs					1					
Boreholes	!									
Reservoirs										
				,				İ		
Pump Stations		1			1					
Water Treatment Works						-		ļ		
Bulk Mains										
Distribution				1				-		
Distribution Points										
PRV Stations										
Capital Spares								1		
Sanitation Infrastructure		_	-	_	-	-	-	_	-	-
Pump Station					ļ					
Reticulation	ļ				1			1		
Waste Water Treatment Works								l .		
Outfall Sewers										
Toilet Facilities			ļ					1		
Capital Spares					1					
Solid Waste Infrastructure		_	_	_	-	-	_	-		
Landfill Sites	1									
Waste Transfer Stations				ļ				ì		
Waste Processing Facilities					l.					
Waste Processing Facilities Waste Drop-off Points			}							
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Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares				1	1	1		. 1	.	_
Rail Infrastructure		_	. -	. -	_	_	_	_		
Rail Lines										
Rail Structures		1	1		1					
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks									1	
Capital Spares										
Coastal Infrastructure			- -	- -	. -	. -	. -	- -	- .	-
Sand Pumps										
Piers					ŀ					
Revetments										
Vencimento			1	ļ	1	1			1.	1

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Capital Spares		- N.			Ì		-	F1.	_	_
Information and Communication Infrastructure		-	-	-	w.f	-				
Data Centres	1			, 1 m	ļ	135		13.		1
Core Layers				2	1896		- 3			- A
Distribution Layers		11.71					`			4
Capital Spares		İ		_	:* -	_	_	_	_	_
Community Assets	-			-						
Community Facilities		-	-	_				W		i
Halls		v.°		1 1 1		1	.		.	
Centres Crèches			7.5				1	10 10	265	,
Clinics/Care Centres				1.5			4	7.		<i>i</i>
Fire/Ambulance Stations		1,200	Å.	- 4		1 W	· ·	1 1/3	:	
Testing Stations					4 () () () () () () () () () (27.0			. 4	
Museums		454		,	- 45 <u>8</u> 111			3	15	
Galleries	-	ì			119 fun 11 1	J. Comment			780	
Theatres		J. Francis	A.				: .	198	1	`
Libraries						:		1		İ
Cemeteries/Crematoria		4.					ŀ	5 T		2
Police					j.		: !			
Parks		1 -					ŀ		į	
Public Open Space				,	!	'	,			
Nature Reserves										
Public Ablution Facilities		- C			±3°1				: .	
Markets Stalls								🔻		
Stalls Abattoirs		4	1,0		<u> </u>		.*	.		ļ
Airports								4		
Taxi Ranks/Bus Terminals		-			· "				1	
Capital Spares										
Sport and Recreation Facilities	1	-	_	_	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets		-	_	_	<u> </u>	_				
Monuments			<u> </u>							i
Historic Buildings	1 1				İ					
Works of Art										•
Conservation Areas										
Other Heritage										
Investment properties			<u> </u>	-	<u>-</u>					
Revenue Generating		-	-	-	-	-	_	-	-	
Improved Property										
Unimproved Property		1		. _	_	_	_	_	_	_
Non-revenue Generating		-	-	_		!				
Improved Property										
Unimproved Property							_	_ ,	_	_
Other assets						<u>-</u>				
Operational Buildings				- -		1				
Municipal Offices										
Pay/Enquiry Points Building Plan Offices								1		
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares						_	_	_		_
Housing		-	-	- .	·	_		1		
Staff Housing										
Social Housing								1		
Capital Spares		1						_	_	_
Biological or Cultivated Assets		ļ	-	-	-	-	<u> </u>	 	 	
Biological or Cultivated Assets										

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Intangible Assets Servitudes	-							9.5		.]			, i					٠.	
Licences and Rights	1	_		_		-		-		-		-		_			-	1.5	-
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Water Rights	1.	F		- 17	(**	i i	ž.;:	W.				J. 1	26.5	- ²	1		1	7 ⁴ .	
Effluent Licenses		(-				**11.	11	22	Ŋ.					jv.			-14		4
Solid Waste Licenses	1 1			.74	V.1	- 1	+2	.	ų.	0.0		: .	İ		9	.1 1.		1,	٠,
Computer Software and Applications	1		1			ļ		- 4						y s		٠.	-	**	
Load Settlement Software Applications	1							.	.7		·								
Unspecified												_	1	_	I		_		_
Computer Equipment				-	-	<u>-</u>					ļ.— <u> </u>		1		17	. 1,9	-		
Computer Equipment		*.	1.5	14	.4		3						1						
Furniture and Office Equipment		_		_		- 1		-					<u> </u>						
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Furniture and Office Equipment		1						_		_							-		_
Machinery and Equipment		 				- - 2,5	2.1%			Phys.		A pro-	 	- ; -	-44	- 47		2.0	200
Machinery and Equipment		1.5	÷. 157								İ		1						
Transport Assets		_		-		_		_						- -			-		
Transport Assets								:	·				1		ŀ		1		
Transport Assets			İ	_		_		_		_			1	_	.		-		
<u>Land</u>					 					:									
Land																	_		_
Zoo's, Marine and Non-biological Animals				-		_			ļ		 		_						
Zoo's, Marine and Non-biological Animals		- "					#***												
	1				+		1				1	_			- _		_		
Total capital expenditure on renewal of existing assets																_			

Cacadu Development Agency - Supporting Table SD7c Expenditure on repairs and maintenance by asset class Medium Term Revenue and Expenditure Current Year 2017/18 2016/17 2015/16 Ref 2014/15 Framework Description Budget Year Budget Year Budget Year Full Year Audited Original Adjusted Audited Audited +1 2019/20 +2 2020/21 2018/19 R thousand Budget Budget Forecast Outcome Outcome Outcome Repairs and maintenance expenditure by Asset Class/Sub-class Infrastructure Roads Infrastructure Roads Road Structures Road Furniture Capital Spares Storm water Infrastructure Drainage Collection Storm water Conveyance Attenuation Electrical Infrastructure Power Plants **HV Substations** HV Switching Station **HV Transmission Conductors** MV Substations MV Switching Stations MV Networks LV Networks Capital Spares Water Supply Infrastructure Dams and Weirs Boreholes Reservoirs Pump Stations Water Treatment Works Bulk Mains Distribution Distribution Points PRV Stations Capital Spares Sanitation Infrastructure Pump Station Reticulation Waste Water Treatment Works **Outfall Sewers** Toilet Facilities Capital Spares Solid Waste Infrastructure Landfill Sites Waste Transfer Stations Waste Processing Facilities Waste Drop-off Points Waste Separation Facilities Electricity Generation Facilities Capital Spares Rail Infrastructure Rail Lines Rail Structures Rail Furniture Drainage Collection Storm water Conveyance Attenuation MV Substations LV Networks Capital Spares Coastal Infrastructure

Sand Pumps Piers Revetments Promenades Capital Spares

Information and Communication Infrastructure	1	,	-	_		- [- [-		-		-		-	-
Data Centres					-7	.			. 1							
Core Layers		5.				İ		ar					- 4		2	
Distribution Layers				Å.	×			\$50 1.5				:			114	
Capital Spares		- No.		50 T					17				- 27		1.5	
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ommunity Assets	-		_ -			_	_	-			-		-		-	-
Community Facilities			.											÷		
Halls Centres			-				11	. "]					. 1			
Crèches									× *	i		* *				.4
Clinics/Care Centres				- 1				4.64								
Fire/Ambulance Stations		25.75							. A ³¹		1		1	in a	·	
Testing Stations								- J.,	47.		İ					
Museums		45 (d)	-4.	2		٠ د -		£,	- F				*:	*		Ç.
Galleries			.	ile in		*	1		325	27.67		4.7	- 34		4.	
Theatres				. 1				già de			2 T		121	*		
Libraries				4-			i		, di			5				
Cemeteries/Crematoria		*	ļ	y.	1.						-, -		.			-
Police		[`							·				
Parks		1					1				,					
Public Open Space							1	.	2.4			10				
Nature Reserves		1		. '			1	'					<i>3</i> 5			
Nature Reserves Public Ablution Facilities			.									[.'			
Markets												ļ				٠.
markets Stalls		,	ŀ							1				•		
Stalls Abattoirs									. "							
Airports		100	ļ						0	1	li s					
Taxi Ranks/Bus Terminals					1		ļ	1							1	
Capital Spares		•	ļ				ļ									
			_	-		_	ł	-	-		-	1	-		-	
Sport and Recreation Facilities					1		1							i		
Indoor Facilities			1				ŀ			1				i		
Outdoor Facilities	Ì						1								1	
Capital Spares								_ '	_				_		_	
Heritage assets	1				-					 		 		†		-
Monuments												1		ļ		
Historic Buildings												1				
Works of Art	İ			ŀ	!		-								1	
Conservation Areas							1			1					İ	
Other Heritage	1			1	1		1							•		
Investment properties			-		-		_ _			<u> </u>				ļ -		
Revenue Generating			-		-	-		-	-		-	1	-		-	
Improved Property		•			ļ		-								1	
Unimproved Property							i								į	
Non-revenue Generating	1		-		-	•	٠	-	-		-		-		-	
Improved Property												ļ				
Unimproved Property	1								i						İ	
		ļ	_		_		-	_	-	-	-		-		-	
Other assets					_		- -	-		-			-	1	-	
Operational Buildings Municipal Offices			٠		1											
							ĺ									
Pay/Enquiry Points	1						ľ									
Building Plan Offices		i					-									
Workshops												1				
Yards		1										İ				
Stores									1	- 1		1				
Laboratories	-	1					1									
Training Centres																
Manufacturing Plant				1								-				
Depots Conital Segres												1				
Capital Spares					_		-			-		-	-	•	-	ļ
Housing Staff Housing		1					1									
Staff Housing												1				
Social Housing		1								!						
Capital Spares							-			_		_		-	_	
Biological or Cultivated Assets		_		<u>- </u>	-		_ -		-	-		_ -		+		
Biological or Cultivated Assets							-									
	1	1					L	_	.	-		-		- 1	-	1
Intangible Assets		l l	-	-	-		- 1									1:"

I 19 Olabia	1	1	_	_	_	_	.	- 1	-	-	-
Licences and Rights Water Rights					6. F						
Effluent Licenses	1		Ì			y a de			ji er		
Solid Waste Licenses		150			25		37	e()	4		Ý
Computer Software and Applications											3
Load Settlement Software Applications		= 1 4				5.00		0.1	1		+ 5
Unspecified	-	*			2				\$ B	,	• •
Computer Equipment			12	18	63	25	25	25	30	32	34
Computer Equipment	!	17.	12	18	63	25	25	25	30	32	34
Furniture and Office Equipment			10	8	-	_					_
Furniture and Office Equipment		.J. 01	10	- E	3	J.	1				
Machinery and Equipment			-	-	_		-				
Machinery and Equipment	-	7, 71		19.1	e 14 m		1 2.1		75 F	First	1,36
Transport Assets			_	_	_						-
Transport Assets			TTKA!	4 ⁴ 4637	\$ 350 1 1 1 1		1000			1.F	get ob
<u>Land</u>			_	-	-	-					-
Land			. :	:				I			
Zoo's, Marine and Non-biological Animals			_	-	_	_			<u> </u>		
Zoo's, Marine and Non-biological Animals								·			
Total expenditure on repairs and maintenance of assets		-	22	2	6 63	25	25	25	30	32	34

Cacadu Development Agency - Supporting Table SD7d Depreciation by asset class

Description	Ref	2014/15	2015/16	2016/17	Си	rrent Year 2017/	18	Medium Ter	m Revenue and Framework	Expenditure
R thousand	1	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
Depreciation by Asset Class/Sub-class		<u> </u>								
Infrastructure		-	_	_	_	_	_	_	_	_
Roads Infrastructure		_	_	_	_	-	·	-	_	-
Roads			1.5							
Road Structures				1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			4			
Road Furniture				37 (4)		0.1	1			
Capital Spares					3.45		ing ing second s	1:		
Storm water infrastructure		_	-	_	_ `	_	_	., * * _	_	_
Drainage Collection		1						(55 × 1517)	1. Sept. 1985	
Storm water Conveyance	1	[4 4 2
Attenuation		1 75. 135								
		1								
Electrical Infrastructure				_	_		-	_	-	-
Power Plants			-							
HV Substations			4.							
HV Switching Station										
HV Transmission Conductors				2	,					
MV Substations					1					
MV Switching Stations					land see					
MV Networks										
LV Networks						legar I				1
Capital Spares	Ì							· ·	:	
Water Supply Infrastructure		_	_	_	_	-	· _	_	_	_
Dams and Weirs								1		
Boreholes									İ	
Reservoirs	1		i			:				
			·							
Pump Stations			ļ			1				
Water Treatment Works			1		1					
Bulk Mains										
Distribution										
Distribution Points				į.		ļ i				
PRV Stations										
Capital Spares										
Sanitation Infrastructure			-	-		_	_	_	-	_
Pump Station										
Reticulation]				
Waste Water Treatment Works									1	
Outfall Sewers			1		1					
Toilet Facilities										
Capital Spares	1				[
Solid Waste Infrastructure	İ	_	_	-	_	-	-	_	_	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities	1									
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities			1							
Capital Spares										
Rail Infrastructure		_	_	_	_	_	_	_	_	-
Rail Lines										
Rail Structures									[
Rail Furniture					**					
Drainage Collection										
Storm water Conveyance								1		
Attenuation										
						1				
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		_	-	-	_	-	-	-	_	
Sand Pumps										
Piers										
Revetments				!						
Promenades*	1	1		1	1			1	1	

Capital Spares	1 1			1	i 1	1		1 1		1
Information and Communication Infrastructure		_	_	-		-	<u>.</u>	-	-	_
Data Centres										
Core Layers									•	
Distribution Layers Capital Spares				\$:				
Community Assets		_		_	_	_	_		_	
Community Facilities				_	_			_		
Halls		1			2. 1					
Centres		1		. :		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				
Crèches				1 3						
Clinics/Care Centres									, P. G.	
Fire/Ambulance Stations									4	
Testing Stations Museums										
Galleries										
Theatres		10.4								
Libraries		4								
Cemeteries/Crematoria					1.0			177.		
Police		25.47				+ 50 + 34				
Parks										
Public Open Space Nature Reserves						14.2				
Public Ablution Facilities										
Markets										
Stalis										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		_	_	-	-	-	-	_	-	_
Indoor Facilities Outdoor Facilities										
Capital Spares										
Heritage assets	1	_	_	_	_	_	_	_	_	_
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage					ļ					
Investment properties		-	_	-	-	-	-	-		-
Revenue Generating		-	-	-	-	-	_	-	_	-
Improved Property Unimproved Property						E				
Non-revenue Generating		_	_	_	_	_	_	_	_	_
Improved Property										
Unimproved Property										
Other assets		-	_	_	_		_	_	_	_
Operational Buildings		-	_	-			_	-	-	
Municipal Offices							:			
Pay/Enquiry Points										
Building Plan Offices										
Workshops Yards										
Stores										
Laboratories			1							
Training Centres										
Manufacturing Plant					'		A			
Depots		-					THE REAL PROPERTY OF THE PERSON NAMED IN COLUMN 1			
Capital Spares	-									
Housing Staff Housing		-	-		-	_	_	-	_	-
Staff Housing Social Housing										
Capital Spares										
Biological or Cultivated Assets Biological or Cultivated Assets		-	-	_	ļ <u> </u>	-	-	<u> </u>	_	-
Piological of Onlineated Mosets	ļ			i	-					1

Intangible Assets		_	-	<u>. </u>	-	-	_	-	-	_
Servitudes			Ţ.			• •				
Licences and Rights		-	-		-	-	-		-	-
Water Rights			A g		¥ ·	and the second		a sharing		
Effluent Licenses		2.5						1 12 m		
Solid Waste Licenses			.i		, ,				-1	
Computer Software and Applications			. 5					i		
Load Settlement Software Applications										
Unspecified										
Computer Equipment		***	-	18	17	17	17	17	17	17
Computer Equipment				18	17	17	17	17	17	17
Furniture and Office Equipment		_	1	7	8	8	8	8	8	8
Furniture and Office Equipment				976 7	8	1 mg - 12 m 8	8	8	8	8
Machinery and Equipment		-	-	-	-	-		-		-
Machinery and Equipment			18.5		1,171 425			* *		.*
Transport Assets		_	_	_	_	_	_	-	_	
Transport Assets			·.							
<u>Land</u>		_	-	.	_	_	_	-		_
Land		141 11			1		200			
Zoo's, Marine and Non-biological Animals		_	-	_	_	_	_	-	_	
Zoo's, Marine and Non-biological Animals										
Total Depreciation by Asset Class/Sub-class		-	_	25	25	25	25	25	25	25

Cacadu Development Agency - Supporting Table SD8 Future financial implications of the capital expenditure budget

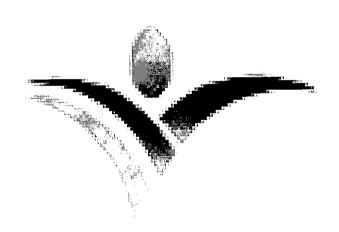
Description	Ref	Preceding Years	Current Year 2017/18	2018/19 Mediun	n Term Revenue Framework	& Expenditure	Forecast 2021/22	Forecast 2022/23
	1,3	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Present value
Intities: Revenue Obligation By Contract	2							
Contract 1 Contract 2 Contract 3 etc Fotal Operating Revenue Implication		1341 		- 1		\$1 \$1 <u>-</u>		54 1 144 1
Expenditure Obligation By Contract Contract 1 Contract 2 Contract 3 etc Total Operating Expenditure Implication	2		-	esseri Series de la companya de la c		\$ 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.		
Capital Expenditure Obligation By Contract Contract 1 Contract 2 Contract 3 etc Total Capital Expenditure Implication	2	_		-			. <u>1</u> 44.	
Total Entity Expenditure Implication	+	 			_	-		<u> </u>

Cacadu Development Agency - Supp.	Cacadu Development Agency - Supporting Table SD9 Detailed capital budget												201	2018/19 Medium Term Revenue & Expanditure Framework	Expanditure Framework
Ribourand	Project Description	Project Humber	ype	MTSF Service Outcome	W.	Own Stategic Objectives	Assidiss	Asset Sub-Class	Waid Location	GPS Longitude	GPS Lateluda	Audited Outcome 2 2016/17	Current Year Bu-	Budget Year Budget Year+1 2012/19 2015/20	+1 Budget Year +2 2020721
Entire) (spiral beneated) (State Beneated) (State Beneated Beneate			: .					Par A						Sec.	

Cacadu Development Agency - Supporting Table SD11 External mechanisms

	External mechanism	Ref	Period of agreement	Service provided	Expiry date of service delivery agreement or contract	Monetary value o agreement 2
	Name of organisation		Years/months		Johnada	
R thousands ABSA BANK Ernst &Young	· · ·		60 months 36 months	Banking Services Internal Audit Services	30 June 2020 30 June 2020	
					•	

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: Finance and Corporate Services

Annexure "J": Director: Planning and Economic Development

Annexure "K": Director: Infrastructure Development and Community Services

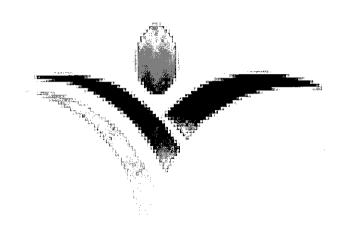
The Director: Economic Development and Director: Planning and Infrastructure contracts ended at the end of October 2016 and November 2016 respectively.

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 only filled on 1 January 2018. The Performance Agreements are in the process of being concluded.

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

		2014/15	2015/16	2016/17	_	Surrent Year 2017	<i>i</i> 18	2018/19 Mediu	m Term Revenu Framework	e & Expenditure
Description	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +* 2019/20	Budget Year +2 2020/21
/aluation:	1									
Date of valuation:					ļ			1		
Financial year valuation used	1							1		
Municipal by-laws s6 in place? (Y/N)	2							1 .]	
Municipal/assistant valuer appointed? (Y/N)		1					1	1		
Municipal partnership s38 used? (Y/N)					1			1		
	3									
No. of assistant valuers (FTE)						ŀ	1	1	1	
No. of data collectors (FTE)	3				1	1	1			
No. of internal valuers (FTE)	3									
No. of external valuers (FTE)	3						1	1	1	
No. of additional valuers (FTE)	4			İ	ļ			ŀ		
Valuation appeal board established? (Y/N)	1			1	ļ					1
Implementation time of new valuation roll (mths)			İ		ľ					
•	5				ļ			l		
No. of properties	5			1				İ		1
No. of sectional title values	9		ŀ		İ			l l	1	
No. of unreasonably difficult properties s7(2)			1					Į.		
No. of supplementary valuations					1					
No. of valuation roll amendments					1				1	
No. of objections by rate payers			•				ĺ			
No. of appeals by rate payers	[]					1				ļ
No. of successful objections	8									
	8		I				i i	1	1	
No. of successful objections > 10%	° '			1				ł		1
Supplementary valuation	1									·
Public service infrastructure value (Rm)	5		ļ		ì			1	1	
Municipality owned property value (Rm)										i
Valuation reductions:	1			1	1					1
Valuation reductions-public infrastructure (Rm)			i							
Valuation reductions-nature reserves/park (Rm)					1		ļ	Į.		
	- 1			i	1			İ		
Valuation reductions-mineral rights (Rm)					1					
Valuation reductions-R15,000 threshold (Rm)			1							
Valuation reductions-public worship (Rm)	- 1]				1
Valuation reductions-other (Rm)										
Total valuation reductions:			_		-	-	-	- -	- 1	· -
Total Valuation (Capotions.	- 1				1					
Total value used for rating (Rm)	5									
Total land value (Rm)	5				ì		i		1	1
Total value of improvements (Rm)	5			1	- [i		
Total market value (Rm)	5		ļ							
Total market value (ran)							_			
Rating:]				
Residential rate used to determine rate for other										
categories? (Y/N)					İ		į			
Categories: (1114)	1			1						
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)			*	į	1	1	1			İ
Special rating area used? (Y/N)	- 1							ļ		
Phasing-in properties s21 (number)					ļ					
				l l	1	i		1		
Rates policy accompanying budget? (Y/N)	ļ				Į.			ŀ		
Fixed amount minimum value (R'000)									İ	
Non-residential prescribed ratio s19? (%)					1		- [1	1	
Pete revenue					1					
Rate revenue:	۱,			l					1	
Rate revenue budget (R '000)	6	1	1		1	1]		
Rate revenue expected to collect (R'000)	6				1			ŀ		
Expected cash collection rate (%)				1	1			- [
Special rating areas (R'000)	7	1	1							_
1 ' -	- 1							i		
Rebates, exemptions - indigent (R'000)		1	1		1		Į.			
Rebates, exemptions - pensioners (R'000)		1	1				1	1		
Rebates, exemptions - bona fide farm. (R'000)					1	1				
Rebates, exemptions - other (R'000)						l			1	1
Phase-in reductions/discounts (R'000)		1	1				1			
Total rebates, exemptns, reductors, discs (R'000)	-		. -	-		-	- 1		-	-]

Part Part	Budget Year 2018/19 Budget Year 2018/19 Valuation: No. of properties No. of sectional title property values No. of unreasonably difficult properties \$7(2) No. of supplementary valuations Supplementary valuation (Rm)	Resi.	Indust.	Bus. &	ci.	State-owned	Muni props.	Public	Private	Pormai &	COSTISII: Fallu		e/2)(m) (note	dross.	-	honofit	Drope
Design of the formation	Valuation: No of properties No. of sectional title property values No. of unreasonably difficult properties \$7(2) No. of supplementary valuations Supplementary valuation (Rm)		_	Comm.				service inita.	owned towns	Settle.		7100	ال) ال)	Alcas	Monumuts	organs.	riops:
An of crowdrost No of	Valuation: No. of properties No. of sectional title property values No. of unreasonably difficult properties \$7(2) No. of supplementary valuations Supplementary valuation (Rm)																
month violas return (100-violas et 2)(2) return (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)(2) months (100-violas et 2)	No. of properties No. of sectional title property values No. of unreasonably difficult properties s7(2) No. of supplementary valuations Supplementary valuation (Rm)		-						_				3.		_	3*	
No directional information with a comparability of the directional information with a comparability of the directional information with a comparability of the direction will be a comparability of the d	No. of sectional title property values No. of unreasonably difficult properties s7(2) No. of supplementary valuations Supplementary valuation (Rm)														1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		,
As a single-term value of the company value of the	No. of unreasonably difficult properties \$/{z} No. of supplementary valuations Supplementary valuation (Rm)											: : :			1.45 1.45 1.55	A Po	
No. of countries for innormation final and contribution for the countries of the countries	Supplementary valuation (Rm)											-	97 136 136 137		3		
No. of subsidies by the appears in the company of t											3 di.			,- }-:	i. Voga		
No. of organization by using approximation of the control of the c	No. of valuation roll amendments				•								2		1		
No dispetate by the personner of the per	No. of objections by rate-payers															÷.	
to the displace between sections of the displacement of the displa	No. of appeals by rate-payers														:		
A decreased topicate and valid from the common of the comm													.25 -2				
Extraction for projects so what we want to be a second of the sound of	710%									:			7.			:	:
Vive size by validing telectify Need and validing telectify Need and validing telectify Need and validing telectify Need and validing telectify Principle and validing telectify Principle appeals and if (Vivi) Find a sea of (Vivi) Find												3.5					
Remarked of ealerth	Years since last valuation (select)	-											12				
Newboot of validation used (elect.) Headwoot of validation used (elect.) Fraisace in validation (elect.) Fraisace in validation (elect.) Authority (validation (elect.) Authority (elec.) Authority (elec.) Authori	Frequency of valuation (select)						_									:	
Diese of velocitor (select) Principle of proporties et al. (wherein Principle of proporties et al. (wherein Principle of proporties et al. (wherein Principle of proporties et al. (wherein Principle of	Method of valuation used (select)					_					.; 			2			
Priesting by properties 25! (purchae) Conditionation (salety types used (1N) It is behavior at the properties 25! (purchae) Conditionation (salety types used (1N) It is behavior that the service part of the properties of the pro	Race of valuation (select)					_						٠.			- 419 - 11	:	
Training the Option See 1 (1994) Fig. data sees 1 (1994) Fig. data sees or predictions: Valuation reductions—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction—path in instructor (5m) Valuation reduction (5m) Valuation	Description of Armshort					_		_									198. 1
Committed for easy gives beset ("I'm) Its Relations are about your form analyticities are and "I'm) Its Relations are about your form analyticities are and "I'm) Valuation reductions easily easy from "I'm "I'm "I'm "I'm "I'm "I'm "I'm "I'	Friedrich problemes S.C. (nominer)													() (<u>)</u>			
Feet that select (TW) National and by uniform indeviatible relief. National conditions when the relief of the production relief in the productio	Combination of rating types used (11/4)	_											<u></u>				
Nation reductions explain interactions (Analysis and Anal	Flat rate used: (T/N)																
Valuation reductions pulse investment (Plan) Valuation reductions pulse in reserves (Plan) Valuation reductions real reserves (Plan) Valuation reductions real reserves (Plan) Valuation reductions (Plan) Valuation reductions (Plan) Total valuation reductions (Plan) Total valuation reductions (Plan) Total valuation reductions (Plan) Total value for refug (Plan) Total value (Plan) For service value of improvements (Plan) 6 Final market value (Plan) Average rate Rate revenue budget (N UU) Rate revenue budget (N UU) Rate revenue verbed to confert (N UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU) Reduction confert (R UU)	Is balance rated by uniform ratervanable rate?													- :			
Valuation reductions patie in restructure (mg) Valuation reductions active (mg) Valuation reductions active (mg) Valuation reductions active (mg) Valuation reductions active (mg) Valuation reductions active (mg) Valuation reductions active (mg) Valuation reductions active (mg) Valuation reductions active (mg) Valuation reductions Total valuation reductions Total reductions Total reductions Total reduction active (mg) Valuation reductions Total reduction active (mg) Valuation reductions Valuation reduction reductions Valuation reduction reductions Valuation reductions Valuation reduction reduction reductions Valuation reductions Valuation reduc	Valuation reductions:								*			_			_		
Valuation reductions rather leaves to the state of the st	Valuation reductions-public infrastructure (rxiii)						·						<u></u>				
Valuation reductions 1 vijus (VVV) Valuation reductions (VVI) Valuation reductions (VVII) 2 Valuation reductions (VVIII) 6 Valuation reductions (VVIII) 6 Total value (VVIII) 6 Total value (VVIII) 6 Total value (VVIII) 6 Total value (VVIII) 6 Religit Avvisable (VVIII) Rate revenue uspected to collect (RVIII) Avvisable (VVIII) Relative semplions - indigent (RVIII) Avvisable (VVIII) Rebates, exemplions - indigent (RVIII) Rebates, exemplions - indigent (RVIII) Rebates, exemplions - total (RVIII) Rebates, exemplions - total (RVIII) Rebates, exemplions - total (RVIII) Rebates, exemplions - total (RVIII) Rebates, exemplions - total (RVIII) Rebates, exemplions - total (RVIIII) Rebates, exemplions - total (RVIII) Rebates, exemplions - total (RVIIII)	Validation requirement and resolves paint Vinty														_		
Validation reductions: 2 Validation reductions: 2 Validation reductions: 6 Total value of reductions: 6 Total value of reductions: 6 Total value (Rm) 6 Registrate of reductions: 6 Registrate of reductions: 7 Registrate value (Rm) 3 Average rate Reservence budget (R 000) 8 Respected rating areas (R 000) 4 Rebets, exemptions: Fundy 4 Restance semptions: Fundy 4 Phase in reductions/decorate (R 000) Rebats, exemptions: Power file farm (R 000) Rebats, exemptions: Other (R 000) Rebats, exemptions: Power file farm (R 000) Rebats, exemptions: Power file farm (R 000)	Valuation reductions-trained at 19ths (19th) Valuation reductions-R45 000 threshold (Rm)												_				
Variation reductions: 2 Yearland mediconsor print (m) 6 Total value from reductions: 6 Total scale used for refing (Fm) 6 Total and value (Fm) 6 Total scale or indice of incorporements (Fm) 6 Total scale or indice of incorporements (Fm) 6 Register events or indice or indice (Fm) 6 Radio register (Fm) 4 Rebasse, exemptions - indigent (FX00) 4 Rebasse, exemptions - indigent (FX00) 4 Rebasse, exemptions - broad feel from (FX00) 6 Rebasse, exemptions - other (FX00) 6 Rebasse, exemptions - other (FX00) 6 Rebasse, exemptions - other (FX00) 6 Rebasse, exemptions - other (FX00) 6 Rebasse, exemptions - other (FX00) 6 Rebasse, exemptions - other (FX00) 6	Valuation reductions-militiowership (Rm)					_											
Total value used for rating (Rm) 6 6																	
Total value used for rating (Rm) 6 6 6 Total value (Rm) 6 6 6 Total value (Rm) 6 6 Total value (Rm) 6 6 Total value of improvements (Rm) 6 Total value of improvements (Rm) 6 Average table	, , , , , , , , , , , , , , , , , , ,																
Total value used for sting (**m)		-											- A A A A A A A A.				7
Total land value (Rm)			_	_						_			§.			ş.	i.
Total market value (Rm)	í		_							.2	7.0		-		:		
Votal market Value (Not) 2 3 4																	
Rating: 3 Average rate Average rate 3 Average rate Average rate Average rate Average rate Rate revenue budget (R 700) Rate revenue budget (R 700) Average rate rate rate rate rate (%) Special rating areas (R 700) Rebates, exemptions - indigent (R 700) Rebates, exemptions - bons inder farm. (R 700) Rebates, exemptions - bons inder farm. (R 700) Rebates, exemptions - bons inder farm. (R 700) Average rate (R 700) Rebates, exemptions - bons inder farm. (R 700) Phase rate (R 700) Phase rate (R 700) Rebates, exemptions - bons inder farm. (R 700) Phase rate (R 700) Phase rate (R 700)	market value (rviii)												:	-			
Average rate Average rate Rate revenue budget (R 000) Rate revenue budget (R 000) Rate revenue expected to collect (R 000) 4 Expected cash collection rate (%) 4 Special rating areas (R 000) Rebates, exemptions - indigent (R 000) Rebates, exemptions - bonsioners (R 000) Rebates, exemptions - bons inder farm. (R 000) Rebates, exemptions - bons inder farm. (R 000) Phase and of the farm. (R 000) Phase exemptions - bons inder farm. (R 000) Phase are more farm. (R 000) Phase exemptions - bons inder farm. (R 000) Phase are more farm. (R 000)		_									· -				:		
Rate revenue expected to collect (R700)	(000, B) jacprid											_	3.3				
Expected dash collection rate (%) 4 Special rating areas (R000) Rebates, exemptions - indigent (R000) Rebates, exemptions - bons index farm. (R000) Rebates, exemptions - bons index farm. (R000) Rebates, exemptions - bons index farm. (R000) Rebates, exemptions - bons index farm. (R000) Rebates, exemptions - bons index farm. (R000) Rebates, exemptions - bons index farm. (R000) Trylar sexemptions - bons index farm. (R000) Repates exemptions - bons index farm. (R000)	Rate revenue expected to collect (R'000)							···-					i i	72			
Special rating areas (R'000) Rebates, exemptions - indigent (R'000) Rebates, exemptions - bona inde farm. (R'000) Rebates, exemptions - bona inde farm. (R'000) Rebates, exemptions - other (R'000) Rebates, exemp						-					1.2						
Rebates, exemptions - indigent (R000) Rebates, exemptions - pensioners (R000) Rebates, exemptions - bona fide farm. (R000) Rebates, exemptions - obna fide farm. (R000) Rebates, exemptions - obna fide farm. (R000) Phase-inclainfordiscounts (R000) Trivial rehalving several facility of the facility of th	Special rating areas (R'000)																
Rebates, exemptions - pensioners (R000) Rebates, exemptions - bona fide farm, (R000) Rebates, exemptions - other (R000) Phase-in reductions/discounts (R000) Trival rehalters exemptins, reductins discs (R000)																	:
											141						
	Rebates, exemptions - bona fide farm. (R'000)														· ·	7.0	
Phase-in reductions/discounts (R000) Trata chance avamenting reducting disco (R000)	Rebates, exemptions - other (R'000)									•			•	100 1-11		S.	S.
Trais a sammer reduting. (R000)	Phase-in reductions/discounts (R'000)																
	Total rehates exemptrs reductns discs (R'000)		_										_			_	

0 Sarah Baartman - Supporting Table SA		Provide description of tariff			0010117	Current Year	ZU (Or)2 Mediu	m Term Revenue Framework	
Description	Ref	atructure where appropriate	2014/15	2015/16	2016/17	2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
erty rates (rate in the Rand)	7	Not applicable to District N	(unicipality				.t		
Residential properties Residential properties - vacant land		Mot applicable to position	ion populary						1,
Formal/informal settlements				325	1,410	***	-		
Small holdings		·	5.1	·					1 :
Form properties - used								Ì	
Farm properties - not used					1.0		Ì		ļ.
Industrial properties									
Business and commercial properties						1.0			
Communal land - residential				100			i .		1 1
Communal land - small holdings								1	13.7
Communal land - farm property						1			
Communal (and - business and commercial				74.3			1 2	ļ	1 .
Communal land - other		:]		- 4		1	4.50
State-owned properties					1	1	1		
Municipal properties					1			·†	1
Public service infrastructure Privately owned towns serviced by the owner		A	1.0			1 100	1.0	1 /	35
State trust land		l		100	33.5	İ		100	1.00
Restitution and redistribution properties	l	4,3	1.00		1		1477		1
Protected areas	1	1	1 3					1 .	
National monuments properties					19.7	1	1	· ·	1
	l		1	1		1			1
mptions, reductions and rebates (Rands)	1					1		1	[
Residential properties				1		1	1		1
R15 000 tiveshhold rebate				1		1	1.		
General residential rebate	1		1						1 '
Indigent rebate or exemption		1	1		157	1	1	1 .	1 .
Pensioners/social grants rebate or exemption	l		1					1	
Temporary relief rebate or exemption	1				1 .	1			
Bona fide farmers rebate or exemption	2					•	1		!
Other rebates or exemptions	1			1				İ	
er fariffs	1				İ	1			
Domestic			Î	ì			1		
Basic chargefixed fee (Rands/month)			İ				1 .	ŀ	
Service point - vacant land (Rands/month)	1					4			
Water usage - flat rate lariff (cAd)		*****	ļ						1
Water usage - life line tariff		(describe structure)	1 :					1	
Water usage - Block 1 (c/ki)	1	(fill in thresholds)			1	1			
Water usage - Block 2 (c/kl)		(fill in thresholds)	İ				1		İ
Water usage - Block 3 (c/kl)	1	(fill in thresholds) (fill in thresholds)							
Water usage - Block 4 (c/kl)	2				1	1	Į.		
Other	*								
asto water lariffs	1				1			ļ	
Domestic						ì			
Basic chargefixed fee (Rands/month)									
Service point - vacent land (Rands/month)	1					Ļ			
Waste water - flat rate tariff (c/kl)		1		ļ			1		
Volumetric charge - Block 1 (c/kl)		(fill in structure)							
Volumetric charge - Block 2 (c/kl)	1	(fill in structure)				- {			l l
Volumetric charge - Block 3 (c/kl)		(fill in structure)		ì			i		
Volumetric charge - Block 4 (c/kl)	١.	(fill in structure)							
Other	1 2	•			1	1	- {		1
ectricity tariffs		1	1	1					
Domestic	1			1		l		1.	-
Basic chargellixed fee (Rands/month)		1-							1
Service point - vacant land (Rands/month)		A 10 M. 10 M. 10 M.	1						
FBE	1	(how is this targeted?)			1	1	-		
Life-line lariff - meter		(describe structure)	1				1		
Life-line tariff - prepaid		(describe structure)			ĺ			1	
Flat rate lanff - meter (c/kwh)						1	1		1
Flat rate tariff - prepaid(c/kwh)		(fill in thresholds)		İ					
Meter - IBT Block 1 (c/kwh) Meter - IBT Block 2 (c/kwh)	-	(fill in thresholds)						1	1
		(fill in thresholds)				1			1
Meter - IBT Block 3 (cfkwh) Meter - IBT Block 4 (cfkwh)		(fill in thresholds)		1				1	
Meter - IBT Block 5 (clkwh)	1	(fill in thresholds)					.		
Prepaid + IBT Block 1 (c/kwh)		(fill in thresholds)	ĺ				Ì		1
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)				1	1		-
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)							- -
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)		1		l.		-	l l
		2 -			1.	Ī	1		1
Other				1				1	
Waste management taniffs					1	l.			1
Domestic		1					ì		1
Street cleaning charge								1	
Basic charge/fixed fee 80l bin - once a week	1	1		1	1	1	ļ		-

OC10 Sarah Baartman - Supporting Table		Provide description of tariff				Current Year	2018/19 Mediu	n Term Revenue Framework	& Expenditure
Description	Ref	structure where appropriate	2014/15	2015/16	2016/17	2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
xemptions, reductions and rebates (Rands)			i i						
nsert lines as applicable]	1	Not applicable to District				[B. 3			
			j.,	4	160		-2.		
r Till Bart	4						5.0	:	-47
		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				ji			
Nater tariffs	ļ]		1				ļ	
[Insert blocks as applicable]		(Till in thresholds) (fill in thresholds)							2.
		(fit in thresholds) (fill in thresholds)	İ	2.7	1.7				1.
S. 14		(fill in thresholds) (fill in thresholds)	1.						- 1.
		(fill in thresholds) (fill in thresholds)	1	74					· ·
		(fill in thresholds) (fill in thresholds)			1 2 2			<u>.</u>	(A.)
Waste water tariffs	1							1	
[insert blocks as applicable]		(fill in structure)	· .			1			*
		(fill in structure)		12		. [*			
- J		(fill in structure)	1			ļ	1		
	7	(fill in structure)						l	
	. 1	(fill in structure)	1						ļ
		(fill in structure)			1	1	1		
•	.	(fill in structure)	L						
		(fill in structure)							
Electricity tariffs									
[Insert blocks as applicable]		(fill in thresholds)	İ			1			
1	- 1	(fill in thresholds)						11	
	.	(fill in thresholds) (fill in thresholds)							1
[(fill in thresholds)			.1	1 .			
		(fill in thresholds)		1 .	1	1		1	
		(fill in thresholds)				ļ			-1
<.		(fill in thresholds)			-				
	1	(fill in thresholds)							
			1.			ł			
	1	(fill in thresholds)							
		(fill in thresholds)	ŀ			1 .			
	l	(fill in thresholds)	1		1	1	l l	1	
	- 1	(fill in thresholds)	1	1	1	1 .	- 1	- 1	1

DC10 Sarah Baartman - Supporting Table		2014/15	2015/16	2016/17	Cı	ırrent Year 2017/	18	2018/19 Med	lium Term Reve	nue & Expenditu	e Framework
Description	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19 % incr.	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Rand/cent	<u> </u>					<u> </u>		70 111011			
Monthly Account for Household - 'Middle Income	1								ļ		
Range'		•				į		ļ			
Rates and services charges:	1	13-4P	lulu ka Dialalah	ļ						2.5	1
Property rates		Not applica	ble to District	J.		V sin		Į.	- A	1.5	
Electricity: Basic levy	-	4	- A		1	1			190	127	H.
Electricity: Consumption		, t				ļ				:	N1
Water: Basic levy			\$1	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		-4.5				48	4.5
Water: Consumption		1			4.5	l ý	:		1 4		
Sanitation				2	1	7	J. 1	1.4		1 10 10	46
Refuse removal		P 3			,	1 1			1,74	1-1	
Other		g.	1.0	20.00			<u> </u>	<u> </u>		.	
sub-te	tal	-	-	-	_		-	1	1, , ,	39	
VAT on Services				<u> </u>	1.33	- 120		<u> </u>	<u> </u>	<u> </u>	
Total large household bill:		-	-	-	-	l .	_	· -	Ι.	_	
% increase/-decrease			_	_	-	-	-	·		<u> </u>	
	2	 	-	† -						1	
Monthly Account for Household - 'Affordable Ran-					ļ		!	ì	j		
Rates and services charges:	_		ı	1		I		i		1	
Property rates					1						
Electricity: Basic levy			^		1 '						
Electricity: Consumption		1			l l	1		1	-6		
Water: Basic levy	1								1 .		
Water: Consumption			11	- A.		7		1 ***	- N	-	
Sanitation		'.		1			-[
Refuse removal		1			1			1	l.	:	1
Other	-4-9							_	_	_	-
sub-	otai		-	-	·			1			
VAT on Services	ļ			_	_				_	-	-
Total small household bill: % increase/-decrease					ı	_	.	- 1	ļ	-	-
<u> </u>	_			<u> </u>	_		-				
Monthly Account for Household - 'Indigent'	3	}									
Household receiving free basic services			1								
Rates and services charges:											
Property rates	- 1		:			1			1		
Electricity: Basic fevy											
Electricity: Consumption			V-						1		
Water: Basic levy										,	
Water: Consumption					Į.	1		1		ļ	
Sanitation											
Refuse removal											
Other									_		-
sub	-totai		-	-	-	-	-	-	-	-	1
VAT on Services						_					
Total small household bill:	1	-	-	-	-		-	-	-	-	_
% increase/-decrease			1	-	-	-	-	-		-	-

DC10 Sarah Baartman - Supporting Table SA15 Investment particulars by type

OC10 Sarah Baartman - Supporting Table		2014/15	2015/16	2016/17	C	urrent Year 2017	18	2018/19 Mediu	m Term Revenue Framework	& Expenditure
Investment type	Ref	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 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						openie.				
Municipality sub-total	1	_	_	-		-	-	-	_	-
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		e de la companya de l								
Entities sub-total		-	-						-	-
Consolidated total:	+	_				_				

Capital Guarantees (Versible or Fixed Interest Rates (Rands) (Commission Readplent Explity date of Opening balance Interest table (Rands) (Ran	DC10 Sarah Baartman - Supporting Table SA16 Investment particulars by maturity	3A16 Investment particu	lars by maturity			!				<u>.</u>		Dorting (Dromature		
attroton & Invostment ID 1 TrestNonths	Investments by Maturity	Ref Period of Investment		Capital Guarantee (Yes/ No)	Variable or Fixed Interest rate	Interest Rate "	Commission Paid (Rands)	Commission Recipient	Expiry date of investment		Interest to be realised	Withdrawal (4)	Investment Top Up	Closing Balance
	Name of institution & Investment ID			- -									į	
ity surprised.	ent municipality													1 1 1 1 1 1 1
	nicipality sub-total										· •		2. 23	1
				-						. : 'S'	· ·			
										1		1 1		!

owing - Categorised by type	Ref	2014/15	2015/16	2016/17	•	Current Year 2017.	118	20.27.0 110014	m Term Revenue Framework	
pusand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year + 2020/21
ent municipality		Jatoonio			1				Tage of	
			\$ 1 m	1		J (47 PA)	1 EV		30	
nnuity and Bullet Loans				17.82					S	
ong-Term Loans (non-annuity)			\$ 1.5 mg	3.5	4 "			100	1-1	
ocal registered stock	1				4	- AL				
nstalment Credit			1 1	1.5	. 42				14 (4)	
Financial Leases		production of	F 25	ly	, C	As ST 1	i e e e	191		
PPP liabilities	1	420	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1						Share the	
Finance Granted By Cap Equipment Supplier		.* .	4 4 4		150		2 5	5-1		
		345 FF		J. 19		# ## ##	4.7	1 47		
Marketable Bonds	1]		1 "		les P	· 1			A A	
lon-Marketable Bonds		7.5				3 38;	N S	4		
Bankers Acceptances	1			2 ^{2,00}	m - 1 2	4 4				
Financial derivatives		12 12			1	4 4 h "		A A		
Other Securities	1		, · ·	<u> </u>				<u> </u>	10 10 10	
•	1		-	. -	- -	- -	_	_	_	
nicipality sub-total	'				-		i			
it <u>ies</u>		ļ	•							
Annuity and Bullet Loans	1				1					1
Long-Term Loans (non-annuity)		1	1 11		1	1	1			1
Local registered stock			1.1		1.			1		
							1			'
Instalment Credit		1.7		-				1 /		
Financial Leases	1				- F			1	- 🕴 📫	1
PPP liabilities					l					
Finance Granted By Cap Equipment Supplier										
Marketable Bonds	1					+				
										1
Non-Marketable Bonds	1				i			Ì	ļ	
Bankers Acceptances		1						1		
Financial derivatives									1	
Other Securities	1					- 				
itities sub-total	1		-	-	-	-	-	- I	_	
									-	
otal Borrowing	1		<u>- · </u>	<u>- </u>						
nspent Borrowing - Categorised by type		i								
arent municipality						i				
Long-Term Loans (annuity/reducing balance)	1	1					!			
Long-Term Loans (non-annuity)		1			ļ					
]							
Local registered stock		1		Ì	1		ļ			ı
Instalment Credit		ļ			- 1			l		
Financial Leases			1			1				
PPP liabilities					1	1	l l			
Finance Granted By Cap Equipment Supplier	1				Ì		1	1		
			1	1	1		1	1		
Marketable Bonds		1 .		1		l		1		
Marketable Bonds Non-Marketable Bonds					1	i i			1	1
Marketable Bonds Non-Marketable Bonds Bankers Acceptances		·						ļ	1	
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives										
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities		1	-	-	-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities		1	-		-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Aunicipality sub-total		1	-		-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities funicipality sub-total		1	-	-	-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Junicipality sub-total Entities Long-Term Loans (annuity/reducing balance)		1	-	-	-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities funicipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity)		1	-	-		-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities **Junicipality sub-total** **Entities** Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock		1	-		-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Aunicipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit		1	-		-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Aunicipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases		1	-		-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities		1	-		-		-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier		1	-		-	-	-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds		1	-		-			-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds		1	-		-		-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances		1	-		-	-	-	-	-	_
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives		1	-		-		-			
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities			-				-	-	-	-
Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives		1								

DC10 Sarah Baartman - Supporting Table SA32 List of external mechanisms

External mechanism	Yısl	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or	
Name of organisation	Mths	Number		contract	R thousand
Ernst & Young OS Holdings (PTY) Ltd ABSA Bank Lateral Unison DDP Valuators HRG Rennies Travel Ultimate Recruitment Solutions Wesbank (First Auto) The Specialist A2A Kopano Boom town	Yrs Yrs Yrs Yrs Yrs Yrs Yrs Yrs Yrs	3 3 5 3 3 3 3 3 3 3	Internal Audit Mscoa System Banking Services Insurance Brokerage services Property Valuation Travel Agency Services Advertising Services Petrol Card and Maintenance Service Cleaning Improving Audit outcomes Toruism marketing Strategy	30 June 2020 30 June 2020 30 June 2020 30 June 2019 30 June 2019 09 December 2019 31 December 2020 31 October 2018 31 March 2018 30 March 2021 30 June 2020	5,318 - 32/

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

OC10 Sarah Baartman - Supporting Table S Description	Ref	2014/15	2015/16	2016/17			rrent Year 2017	18	ZUTBITS Médit	ım Term Revenue Framework	
t thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	\dagger	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
epairs and maintenance expenditure by Asset Class	Sub-c									Ī	
nfrast <u>ructure</u>		-	<u>-</u> _	_	-		<u>-</u>		-		
Roads Infrastructure		-	-		-	- '	-	-	-	_	_
Roads									l		1
Road Structures							427		4.5	1.0	
Road Furniture	1 1		- Wh	7		25.0					.=:
Capital Spares								_	_	_	_
Storm water Infrastructure	1		-		-		ļ <u>-</u> .		F		
Drainage Collection					-	54.		*		.500	
Storm water Conveyance			3.3	1			1 75		A		5.
Attenuation			_		_		_	_	-	-	_
Electrical infrastructure		_	42				7.5				
Power Plants					ı						
HV Suitablian Station					- [100	
HV Switching Station HV Transmission Conductors	1										
MV Substations	ŀ		E		- 1						-
MV Switching Stations					- [,		
MV Networks					Ī						
LV Networks			1				1 -				
Capital Spares											
Water Supply Infrastructure		-	-	1	-]	-	-	-	-	- -	•
Dams and Weirs					-	31			1		1
Boreholes					- 1						
Reservoirs	İ				l						
Pump Stations			i		-						
Water Treatment Works	1								1		
Bulk Mains					- 1						
Distribution	-	1		İ					1		
Distribution Points									1		
PRV Stations	1								-		
Capital Spares										_	_
Sanitation Infrastructure		-	-	•	- '	-	-	-	·	-	-
Pump Station								Ì			
Reticulation											
Waste Water Treatment Works											
Outfall Sewers	1			-					-		
Toilet Facilities			1			ŀ					
Capital Spares						_			_	_	-
Solid Waste Infrastructure		1 -	`	•	-	_				į	
Landfill Sites											
Waste Transfer Stations						ł				ĺ	
Waste Processing Facilities	-										
Waste Drop-off Points						i					
Waste Separation Facilities									1		
Electricity Generation Facilities Capital Spares						1					
Rail Infrastructure			_	_	-] .	-	-	-	-]	-
Rail Lines		1						-			
Rail Structures									ļ		
Rail Furniture											
Drainage Collection											
Storm water Conveyance											İ
Attenuation											
MV Substations	1			İ							ı
LV Networks						1					
Capital Spares		1		1		1					
Coastal Infrastructure			-	-	-		-	-	-	-	-
Sand Pumps		1		1							
Piers											
Revetments									.]		
Promenades						1					
Capital Spares							1				_
Information and Communication Infrastructure			- .	-	-	1	-	-	-		
Data Centres											
Core Layers			1			1					
Distribution Layers					ï	l	i		i	1 .	1

Capital Spares]	est es				
mmunity Assets						-		-	-	
Community Facilities		-	-	-	-		-			
Halls						1	,		100	
Centres	1 1					3,47		in .		
Crèches				.		M.				
Clinics/Care Centres	1 1			1.4.						1.
Fire/Ambulance Stations	1	* *	1 mb	i				ļ		
Testing Stations			. 130						100 mg	ein,
Museums				- 1 ⁻¹						
Galleries				i	9				.s.	
Theatres					`.	o 20				1.5
Libraries	1 1				25.7					
Cemeteries/Crematoria				5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5		ş İ			1 P	
Police	1 1		\$. \$.	# 181		. 756	. [
Parks	1	- 44	* 1			4. 5.X			.1.	
Public Open Space				37				.]	7.60	100
Nature Reserves	1 1	. 6 . 6	.]			e.	*			
Public Ablution Facilities		.1.1		Ì					,	
Markets				L.					1.15	•
Stalls	1 1	:		· [-				
Abattoirs					•			1		1:
Airports										
Taxi Ranks/Bus Terminals				1						
Capital Spares			51.							
ort and Recreation Facilities	1 1	-	-	- [-	-	_	-	-	
Indoor Facilities				ĺ		:				
Outdoor Facilities				14					j. A	
Capital Spares			79 1							
		-	•	_'					_	
ige assets		•	-	-	_	-	_	İ		
onuments	1 1									
istoric Buildings							İ			
forks of Art	i l		·							
onservation Areas	'									
ther Heritage										
stment properties		_	_	_	-	_	_] -	-	
soment properties Levenue Generating					_	-	-		_	
				1						
Improved Property										
Unimproved Property		_	_	_	_	_	_	_] -	
Non-revenue Generating		_		-	_					
Improved Property					1					
Unimproved Property						1				
er assets		117	118					500	530	·
Operational Buildings		117	118	296	-	-	-	500	530	1
Municipal Offices		117	118	296				500	530	
Pay/Enquiry Points					1					1
Building Plan Offices					ļ					1
Workshops		1						l		
Yards							1			
Stores										
Stores Laboratories					1					
				•						
Training Centres		1			1					-
Manufacturing Plant			,							
Depots	1	-			1	1				
Capital Spares				_	1 _	. _	. _	_	-	1
Housing		-	1	1				1		
Staff Housing										1
Social Housing										
Capital Spares								1		
logical or Cultivated Assets		_	-	-	-	- -	- -	-	i -	1
Biological or Cultivated Assets					1			1		
				_	l .	. .	_	_	_	.
<u>ingible Assets</u>		_	_	_	1	-	-	Ī _		
Servitudes			1				_		_	.
Licences and Rights		-	-		1	- -	- -	· -		
Water Rights								1		
Effluent Licenses		1								
		1			1 .	ļ		1		
Solid Waste Licenses		l		l l						
Solid Waste Licenses										
·										

R&M as a % of PPE R&M as % Operating Expenditure		1.9% 0.4%	2.6% 0.5%	4.4% 0.6%	0.0%	0.4%	0.4%	0.7%	0.8%	0.7%
		4000	0.007	4.40/	0.00/	3.7%	3.7%	5.9%	6.8%	6.1%
Total Repairs and Maintenance Expenditure	1	475	627	784	631	631	631	1,000	1,060	1,120
Zoo's, Marine and Non-biological Animals					7 197			l <u></u> -		
Zoo's, Marine and Non-biological Animals	ļ	_	_	_	-	_	-	-	_	-
Libraries			102 / 1	i		20 - 141 - 1 20 - 1400 20 - 1400	3.4.3.		1 1 1 1	₫.
<u>Libraries</u>		_		-	-	-	-	-	-	-
Transport Assets	1			٠.	V.					
Transport Assets		-	-	-	-	_	- 1	-	_ '	-
Machinery and Equipment		155	321	415	520	520	520	370	380	390
Machinery and Equipment		155	321	415	520	520	520	370	380	390
Furniture and Office Equipment		46	50	2	20	20	20	30	40	50
Furniture and Office Equipment		46	50	2	20	20	20	30	40	50
Computer Equipment		157	138	72	.91	91	91	100	110	120
Computer Equipment		157	138	72	. 91	91	91	100	110	120

C10 Sarah Baartman - Supporting Ta Description	Ref	2014/15	T	2015/16	201	- 1	.,,	Cur	rent Year 2017/	18	2018/19 Media	ım Term Revenu Framework	e & Expenditure
thousand		Audited Outcome		Audited Outcome	Aud		Original Budget		Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year + 2019/20	1 Budget Year + 2020/21
preciation by Asset Class/Sub-class	-+	Outcome	+	Outcome	Out	ome	pudget	+	Daoget	10.00031	20,213	1	
rastructu <u>re</u>			-					-		-		<u>-</u>	<u> </u>
Roads Infrastructure			-	-		-		-	-	-] -
Roads				1	111			-		-	5,000	1	
Road Structures Road Furniture	ļ							- 1			-		
Capital Spares				e.,				ļ					
Storm water infrastructure			- .	-				-	-	-	1	-	
Drainage Collection	ļ			12.1		4.1	7				10 To 10		
Storm water Conveyance					l			1			1		
Attenuation Electrical Infrastructure			_	_		_		_	_		-	1 : -	
Power Plants						4.	Į					4.45	1
HV Substations						10	1						
HV Switching Station	1	İ						1					İ
HV Transmission Conductors		1	- 1							4.5			
MV Substations MV Switching Stations					1. 2		ļ				1		. 5
MV Networks								- 1			1		
LV Networks	1									!	1		İ
Capital Spares		1 .										1.	
Water Supply Infrastructure			-	-		-		-	-	-	-		
Dams and Weirs								1			1		
Boreholes Reservoirs											1		
Pump Stations			-				+ 4						1
Water Trealment Works		1.4		- :			1	ļ	,				¥
Bulk Mains								1					
Distribution		1								ŀ	1	1	
Distribution Points			ļ		1								
PRV Stations Capital Spares					ł		1						
Sanitation Infrastructure	ł		-	_		_		_	_	-	١.	. -	.
Pump Station	1	1									1		
Reliculation			-				-						
Waste Waler Treatment Works							1		1				
Outfall Sewers		1									1	1	ĺ
Toilel Facilities			- 1		1					İ			
Capital Spares Solid Waste Infrastructure			_	_		_	1	_	_				-
Landfill Sites	ŀ								1				
Waste Transfer Stations	-									1	1	1	
Waste Processing Facilities			-						ĺ				
Waste Drop-off Points							1		1				
Waste Separation Facilities	l	ļ			Ì								
Electricity Generation Facilities													
Capital Spares Rad Intrastructure		1	_]	_	.	_	ł	_	-	-	.	-	-
Rail Lines					1				1				
Rail Structures					-				l .				
Rail Furniture			-				ļ.						
Drainage Collection	ļ												
Storm water Conveyance Attenuation	ļ	1									1		
MV Substations			-		1								
LV Networks											- [
Capital Spares	1	ļ											
Coastal Infrastructure			-		-	-		-	-	1	-	-	-
Sand Pumps							1		_				
Piers Revelments	i				1.			•	1			-	
Promenades	1	1											
Capital Spares					1		\						1
Information and Communication Intrastruct	ture		-		-		-	-	-	.	-	-	-
Data Centres	- 1	1										i	ļ
Core Layers				İ						1			
Distribution Layers	-						1		ļ	1			-
Capital Spares	-								1.		_	_	_
Community Assets		-	-		- -	-			 			-	-
Community Facilities Halls			-	1	_			_					
Halls Centres													
Crèches	Ì			[
Cürics/Care Centres				!								1	1
Fire/Ambulance Stations					-		1						
Testing Stations	- 1												
Museums		1			- 1				1	ŀ	1		- 1

						,		. 1	1	ī
Theatres		,÷1					7		1.54	
Libraries	-	10		ν.	i L					
Cemeteries/Crematoria Police			: 1	- 1						
Parks							•		. 1	- 1
Public Open Space	ļ		· ·		1		.		3/47	
Nature Reserves		200	.					* {		
Public Ablution Facilities							ļ			. 3
Markels	ĺ	1	J. 4							J. Carlot
Stalls	- 1		z''	- i/a-	40	. "	- 1:			
Abattoirs	- [-	:						i di		
Airports Taxi Ranks/Bus Terminals				-	!	İ	100	1) }
Capital Spares	-		3		A, c	1.17		-	A 18	W
Sport and Recreation Facilities		-		-	-	-	-	\$0°	-	-
Indoor Facilities		æ ⊘.		1	'.			- 27		
Outdoor Facilities		, G			9-	j.	2.35			
Capital Spares		* t		\$	1.7		3.5			
Heritage assets		-		- 1	-	-	-	-	-	-
Monuments			*				l	.]	100	
Historic Buildings				er l			- 1	.		
Works of Art				- S						
Conservation Areas				.			-		-5, I	
Other Heritage		ļ			1		1			
Investment properties	L	<u>-</u>	-						<u>-</u>	<u>-</u>
Revenue Generating		-	- [-	-	-	-	-	-	-
Improved Property					1					
Unimproved Property		_]		_ [_	_	<u>.</u> [_	-	_
Non-revenue Generating		-	-		-					
Improved Property Unimproved Property										
· · · · · · · · · · · · · · · · · · ·	1			_			- 1	216	215	216
Other assets		221	220 220		-			216	216	216
Operational Buildings	1	221	220		_			216	216	216
Municipal Offices Pay/Enquiry Points]	221					1			
Building Plan Offices			1							
Workshops	1 1		[ļ	1		1		
Yards	1						1			
Stores			1 1						İ	
Laboratories	! !				Ì					
Training Centres	1 1				1					
Manufacturing Plant	1 1		1 1			·				
Depots					1 1	,		}		
Capital Spares	1			_			_	_]	_	_
Housing Staff Housing	1	_	_				1			
Social Housing	1 1				1			ļ		
Capital Spares	1]		
			_!	_		_	_]	-	-	-
Biological or Cultivated Assets		-	_	_	_					
Biological or Cultivated Assets	1					i	_	_	_ 1	_
Intangible Assets		-	-	_	-	-	- 1		-	
Servitudes			_	_	_	-	_	_	- 1	_
Licences and Rights Water Rights	1	_	_							
Effluent Licenses			1	ļ						
Solid Waste Licenses				1]					
Computer Software and Applications										
Load Settlement Software Applications						1				
Unspecified				1	1					
Computer Equipment		252	453	483	551	551	551	445	445	44
Computer Equipment		252	1			551	551	445	445	44
1		298	316	331	386	385	386	311	311	31
Furniture and Office Equipment Furniture and Office Equipment		298		l .	•	386	386	311	311	31
1		91	1		1	118	118	95	95	
Machinery and Equipment	-	. 91			· I	L I	118	95	95	
Machinery and Equipment		i	ì			'	•		725	8
Ir		59					786 786	634	725	
Transport Assets	- 1	59	5 650	65	1		ı			ļ
Transport Assets Transport Assets	1			1	-	I -	l -	-	-	1 .
		-	-	-	_	1 -	1		}	
Transport Assets		-	-	-	-	_			1	
Transport Assets <u>Libraries</u>		- -		-	-	-	-	-	-	
Transport Assets <u>Libraries</u> Libraries		- -	-				-	1,700		1,88

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

Vote Description	Ref	2018/19 Mediu	n Term Revenue Framework	& Expenditure		Fore	casts	
R thousand		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Present value
Capital expenditure	1							
Vote 1 - Executive and Council		75	75	75	:			
Vote 2 - Finance and Corporate Services		1,614	1,000	900	<u>.</u>			
Vote 3 - Planning and Infrastructure Development		19	19	19	Later L			
Vote 4 - Health		-	_	_				
Vote 5 - Community Services		_	-	-	ľ			
Vote 6 - Housing		_	_	-	1 25.4		1879	
Vote 7 - Public Safety		_	_	_			100	174
Vote 8 - Sport and Recreation		_	_	-		1		
Vote 9 - Waste Management		_	_	_				Proceedings
Vote 10 - Roads		_	-	-				
Vote 11 - Water		_	_	_	·			
Vote 12 - Eletricity		-	_	_				
Vote 13 - Tourism	1	39	39	39		100		
Vote 14 - [NAME OF VOTE 14]		_	-	-		:		
Vote 15 - [NAME OF VOTE 15]		-	_	_				
List entity summary if applicable								
Total Capital Expenditure		1,747	1,132	1,032	-	_	_	-
Future operational costs by vote Vote 1 - Executive and Council Vote 2 - Finance and Corporate Services Vote 3 - Planning and Infrastructure Development Vote 4 - Health Vote 5 - Community Services Vote 6 - Housing Vote 7 - Public Safety Vote 8 - Sport and Recreation Vote 9 - Waste Management Vote 10 - Roads Vote 11 - Water Vote 12 - Eletricity Vote 13 - Tourism Vote 14 - [NAME OF VOTE 14] Vote 15 - [NAME OF VOTE 15] List entity summary if applicable Total future operational costs	2							
Future revenue by source Property rates Service charges - electricity revenue	3							
Service charges - water revenue Service charges - sanitation revenue 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			_	_	_	-		-
Net Financial Implications		1,747	7 1,13	2 1,032	2 -	_		-

octo Sarah Baartman • Supporti	าตร์ก Sarah Baartman - Supporting Table SA36 Consolidated detailed capital budget	led capit	if budget								2018/19 Medium Term Revenue & Expenditure	n Revenue & Ex	cpenditure	Project Information	отпайоп
					Asset Class	Asset Sub-Class	GPS co-ordinates			Prior year outcomes	Fra	Framework			
Municipal Voto/Capital project	Ref Program/Project description	Project	IDP bct Goal	(YesiNo)	m	m	'n	Total Project Estimate	Audited Outcome	Current Year 2017/18 Full Year	Budget Year Budge 2018/19 20	Budget Year +1 Budget Year +2 2019)20 2020)21	iget Year +2 2020/21	Ward location	New or renewal
} tho⊌sand	4		•	5					1816	Forecast		-			
arent municipality: List all capital projects grouped by Municipal Vole	icipal Voie				:		10 10 10 10 10 10 10 10 10 10 10 10 10 1	T -	· · ·	4.F	pdi :		9 T		
The District Municipality does not have	The District Municipality does not have any capital projects, which would result in the capitalization of infrastructure assets. All assets budgeled for are for operational use and is calegorised as PPE	capitalization	of infrastruct	lure assets. All assets budgeted for are for	r operational use and is categorised as PPE			4 2 ³		1667 1667 1677		87 <u>- 2:</u> ∀2: 2:	San Area		er er
						**	*** ***		. (4) 1 20) 20)	j.	a l		April	# # # #	<u> </u>
							eric Properties	10 to 10 to	ja sal		2000 2000 2000 2000 2000 2000 2000 200	4.5		બ	. ·
-	:		· ·		in the		ing the second			45%	··		1,224 N		sir.
								i.	[4]	-1		- 1			
Parent Capital exponditure	: -	+												i	1
Entitles: List all capital projects grouped by Entity		······································	<u></u>		:			·.	· · ·	in Special			ent ve	· ;;	<u></u>
Entry A Water project A				.'			15 15 16			Steamford of the state of the s			1000 m 1000 m 1000 m	ing des	· ,
Electricity project B				:		dur Dur Tur Tur Tur				Spler Special	. <u> </u>	adam u	Magazi Magazi	e Me	
		+		× :						1		١,			
Entity Capital expenditure		-													
Total Capital expenditure		-													

100	JoΩ					Previous target	Current Year 2017/18			Framework	Framework
Municipal Vote/Capital project	Project name	Project number	Asset Class	Asset Sub-Class	GPS co-ordinates	year to complete	Original Budget	Full Year Forecast	Budget Year B 2018/19	Budget Year +1 2019/20	Budget Year +1 Budget Year +2 2019/20 2020/21
Rthousand						Year					
Parent municipality: List all capital projects grouped by Municipal Vole			Examples	Examples							
				erite (12 12 12 12 12 12 12 12 12 12 12 12 12 1				
	•				a de la composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della composition della comp	10 1) A (-)	5 Mg/9	P. TAKE
								>	i de la companya de l		
Entities: List all capital projects grouped by Municipal Entity	A							:			
Entity Name Project name				A SECTION OF						ell's	
The District Municipality does not have any capit	The District Municipality does not have any capital projects, which would result in the capitalization of infrastructure assets. All assets budgeted for are for operational	finfrastructure assets	. All assets budgeted for are for operational use a	use and is categorised as PPE			#161 8.	And A		ac egy of the control	422

DC10 Sarah Baartman - Supporting Table SA9 Social, economic and demographic statistics and assumptions	ia .	economic and demographic statistics and assun	nptions			2014/15	2015/16	2016/17	Current Year		n Term Revenue	& Expenditure
					2044 Concue				2017/18		Framework	
Description of economic indicator	Ref.	Basis of calculation	5000	62.00		Outcome	Оиссоте	Outcome	Original Budget	Оиссоте	Outcome	Outcome
Demographics Population Females aged 5 - 14 Males aged 5 - 14 Females aged 5 - 34 Males aged 15 - 34 Males aged 15 - 34 Unemployment		Not applicable to District Municipality									-	14.1 34.7
dincome (no. of households)	1, 12				Bert Mg Pet 2 4			este E		\$* 90-0-		
R6 401 - R12 800 R12 801 - R25 600 R25 601 - R51 200 R52 201 - R102 400 R102 401 - R204 600 R204 801 - R409 600 R409 601 - R819 200 > R819 200									4 ²	aja. A		1.1484 1.1484 1.1484 1.1484 1.1484 1.1484
Poverty profiles fno. of households) < R2 060 per household per month Insert description	13								2 24 7			
Household/Gemographics 1000) Number of people in municipal area Number of poor people in municipal area Number of households in municipal area Number of poor households in municipal area Number of poor households (R per month)						r. 在 · 利克特别 - 1				1.	₹ 1.3 193	F 47
Housing statistics Formal	က	3 d. 20 d.									g 1 554 1 1	is byid
Informal Total number of households Dwellings provided by municipality Dwellings provided by provinces Dwellings provided by privale sector Total new housing dwellings	4 v						à .					
Economic Inflation/inflation outlook (CPIX) Interest rate - borrowing Interest tate - investment Remuneration increases Consumption growth (electricity) Consumption growth (water)	(C)	F* - 1				en e						
Collection rates Property tax/service charges Remai of facilifies & equipment Interest - external investments interest - detions Revenue from agency services	2			in the state of th					100 m	1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2		

ANNEXURES

ANNEXURE "A"

	SHI DRO ACCOM	MSCOA PROJECT I ISTING - 2018/19		
Project	rottoria del como de la como dela como de la como de la como de la como de la como de la como de la como de la como de la como de la como de la como de la como de la como de la como de la como de la como de la	SCOA Account	Project Budget	
apoo	Project Description	Operational: Typical Work Streams: Development Agency	7. 5,5	5,500,000
ED001	DISTRICT DEVELOPMENT AGENCY	Operational: Tvoical Work Streams: Agricultural: Assistance		
C C C	TACAGIS IAGIT II CIACA	and Support	R 2	200,000
		Operational: Typical Work Streams: District Initiatives and		•
6	+000010 +010+010	Assistance to Municipalities: Establishment of Local Economic Development Body in "Regions"	Ω.	100,000
ED003	בבט טואן אוכן אסידיטאן	Operational: Typical Work Streams: Community		- 000
7000	SRDM SMMF SUPPORT PROGRAMME	Development: Entrepreneurial Support System	۷	000,000
		Operational: Typical Work Streams: Strategic Management and Governance: Municipal Infrastructure Grant (MIG)		
((((Business Plan	2	100,000
EDONO		Operational: Typical Work Streams: Communication and		
1000	DABTICIDATION IN NI ICI EAR ENERGY AND SHALE GAS	Public Participation: Awareness Campaign	۳/ ۲	100,000
ED00/		Operational: Typical Work Streams: Agricultural: Assistance		
ייייייייייייייייייייייייייייייייייייייי	INISTRICT AGRIPARK PROGRAMME AND SUPPORT	and Support	¥	000,001
0		Operational: Typical Work Streams: Strategic Management		
_		and Governance:Municipal Infrastructure Grant (MIG)	0	400 000
ED011	BUSINESS DEVELOPMENT FORUM	Business Plan		000,000
	SECIMENT COLORED SECIMENTS	Operational: Typical Work Streams: Shared Service Centre	R	100,000
FC001	ASSESSMENT OF DISTRICT STRAILED SELVICES	Operational: Typical Work Streams: Financial Management		000
COO 0	SUIPPORT TO UMS IRO IMPROVING AUDIT OUTCOMES	Grant: Financial Statements	٣	400,000
7000		Operational: Typical Work Streams: Financial Management		400 000
FC003	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Grant: Audit Outcomes	7	53 156 018
FCOOR	EMPI OYFE RELATED COST	Operational:Municipal Running Cost		00,001
200		Capital:Non-infrastructure:New:Furniture and Office		1 747 000
FC007	CAPEX EXPENDITURE	Equipment	29.62	29 864 000
FC009	OPERATING EXPENDITURE	Operational: Wunicipal Running Cost		
		Operational: Typical Work Subarus. District minarives and Assistance to Municipalities: Assistance to Local		
tooota	TECHNICAL TOWN PLANNING ASSISTANCE	Municipalities (Capacity Building)	R	300,000
INON I	ביייייייייייייייייייייייייייייייייייי			

Project Code	Project Description	SCOA Account	Project Budget	ıdget
	SELL INCIDING	Operational: Typical Work Streams; Strategic Management and Governance: IDP Implementation and Monitoring	_ <u>~</u>	100,000
IN002	WICHALITIES	Operational: Typical Work Streams: Expanded Public Works Programme: Project	8	1,000,000
IN003	EFWY PROJECTS			
4 CO	BIEBRON EDWP ROADS AND SWATER PH2	Operational:Infrastructure Projects:Existing:Upgrading:Roads Infrastructure:Roads	œ	700,000
2000		Operational:Typical Work Streams:Environmental:Environmental Health	_ ℃	10,500,000
2008	NOITOIN 12 YOUR LINE AT A PART OF THE PROPERTY	Operational:Typical Work Streams:Environmental:Environmental Health	ď	300,000
800N	EHS ASSESSIMENT TO TAKE BACK FORCING.	Operational: Typical Work Streams: Capacity Building Training and Development: Development of Fire-fighters	æ	700,000
IN011	FIRE I KAINING ASSISTANCE TO LIVIS	Operational:Maintenance:Non-infrastructure:Corrective		<u></u>
C Z	DATEDSON INTERGRATED EMFRGENCY CENTRE	Maintenance:Emergency:Other Assets:Operational Buildings:Training Centres:Buildings	œ	200,000
CLONII				
		Operational:Maintenance:Non-infrastructure:Preventative Maintenance:Interval Based:Community Assets:Community		
IN014	CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	Facilities:Fire/Ambulance Stations:Mechanical Equipment	Y	0,925,000
<u></u>		Operational:Maintenance:Non-infrastructure:Corrective Maintenance:Emergency:Community Assets:Community		
NO16	FIRE ASSESSMENT TO TAKE BACK FUNCTION	Facilities: Fire/Ambulance Stations: External Facilities	œ	400,000
	NOTE OF THE STATE	Operational:Typical Work Streams:Communication and Public Participation:Awareness Campaign	깥	200,000
71001	EDUCATION AND AWARENESS COMPANIES CO	Operational: Typical Work Streams: Emergency and Disaster		200 000
IN018	EMERGENCY CONTENGENCY	Management: Disaster Kellet	4	200
010N	RURAL ACCESS ROADS	Operational:Infrastructure Projects:Existing:Upgrading:Roads Infrastructure:Roads	<u>«</u>	2,240,000
OCON	NATER CITY RIES TERMINAL	Operational:Non-infrastructure:New:Community Assets:Community Facilities:Taxi Ranks/Bus Terminals	<u>~</u>	1,000,000
INUZO				

Project		SCOA Account	Project Budget
Code	Project Description	Dougania Contra Accounts Revenue Cost of Free	
	OM GOT FOOGGE AGE	Services:Water	R 700,000
IN021	WSA SUPPORT FOR LIMS	Revenue:Contra Accounts:Revenue Cost of Free	
000141	MAN A S S E S S M E N T T O TAKE BACK FUNCTION	Services:Water	Z00,000
INUZZ	WON ACCIONATION OF THE PROPERTY OF THE PROPERT	Operational:Typical Work Streams:Community	300,000
IN023	HOUSING TRANSFER AND BENEFICIARY MANAGEMEN I	Development, nousing righeds	R 322,000
IN028	PATERSON HOUSING SCHEME		R 300,000
IN029	REVIEW OF SBDM SPACIAL DEVELOPMENT FRAMEWORK	Operational Non-infrastructure New Community	
COCIN	FIDE STATION - ALICEDAL F	Assets:Community Facilities:Fire/Ambulance Stations	R 1,500,000
INOSO		Operational:Non-infrastructure:New:Community	
IN031	FIRE STATION - KAREEDOUW		R 2,000,000
IN032	DISASTEK MANAGEMENT PLAN LING	Operational: Typical Work Streams: District Initiatives and	
		Assistance to Municipalities: Assistance to Local	
ואואין	SLIPPORT TO LMS (ROADSHOW)	Municipalities (Software and Application Support)	Z,000,000
		Operational: Typical Work Streams: Communication and	000
NARAOO2	PROGRAM FOR LEARNERS	Public Participation:Mayoral/Executive Mayor Campaigns	200,000
200181101		Operational:Typical Work Streams:Functions and	100.000
MM003	IMBIZOS AND OUTREACH	Events: Special Events and Full cubits	
AANAOOA	DI IRI IC PARTICIPATION	Operational: Typical Work Streams: Local Economic Development: Public Participation	R 100,000
TOOINING T		Operational: Typical Work Streams: Communication and	
RANAOOR	MORAL REGENERATION	Public Participation: Mayoral/Executive Mayor Campaigns	R 150,000
CONTRACT		Operational:Typical Work Streams:Strategic Management	
		Programme	R 50,000
MIMIOU/	KEVIEW IGK TOKOWIS	Operational: Typical Work Streams: Strategic Management	
		and Governance:Strategic Planning:Workshops and	R 200,000
MM008	STAKEHOLDER MANAGEMEN	Operational Typical Work Streams: District Initiatives and	
		Assistance to Municipalities. Assistance to Local	750 000
MMMOOG	SUPPORT TO LMS	Municipalities (Software and Application Support)	מייסני
	VOLITY DEVELOPMENT	Operational: Typical Work Streams: Community Development: Youth Projects: Youth Development	R 100,000
MINIOTU			

			Project Budget
Project Code	Project Description	SCOA Account Operational:Tvoical Work Streams:Functions and	000
		Events: Recreational Functions	100,000
MM011	COMMEMORATION DAY CELEBRATION	Operational: Typical Work Streams: Community	100.000
	I SADOWERMENT	Development: Disability	
MM012		and initialion and	_
		Operational: Typical work Sugarist Communications Public Participation: Mayoral/Executive Mayor Campaigns	R 100,000
MM013			
		Operational:Typical Work Streams:AIDS/HIV, Tuberculosis and Cancer:Support and Distribution Programmes:Aids/HIV	R 250,000
MM014	IMPLEMENTATION OF THE TRANSPORT STREET	Operational:Typical Work Streams:Strategic Management	
		Blid Government and Control of the C	R 200,000
MM016	STRENTHENING STRATEGIC PARTNERSHIPS	Operational: Typical Work Streams: Tourism:	500,000
	STRIES	Development Charles Charles Charles Besearch On	
TO0001	CKERTIVE	Operational: I ypical Work Sueallis: I oursill: Constitutional: I	R 400,000
TO 1002	REVIEW TOURISM MASTERPLAN	lourism	
		Operational: Typical Work Streams: Tourism: Tourism Projects	T,350,000
TOU003	TOURISM MARKETING		400.000
	SPAM SMME SLIPPORT PROGRAMME - TOURISM	Operational: Typical Work Streams: Tourism: Tourism Flujects	
100004	SECTIVITY ON THE COLUMN TO THE		R 134,304,018

Annexure "B"

Mandatory Performance Measures 2017/18

	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	9 out of 16 (56%)
management in compliance with a municipality approved employment each plan % of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received - operating grants divided by debt servicing	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

Executive Executive and Council Administration Administration Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Budgetary control of open expenditure* Bunning and Market SBDM to attract Development investment the performance manager and its workforce* Blanning and Planning and Ensure that development logical way possible and infrastructure development logical way possible and infrastructures.		
pal Executive and • Council e Executive and • Council e Enance and • E Administration L Administration L Planning and • Performance Management ing and Planning and • Development Performance • Management Performance • Development Planning and • Development Planning and • Development Planning and • Development	00.030	400% of planned Council meetings held
pal Executive and • E Finance and • E Administration L Administration L Planning and • Performance Management ing and Planning and • Development Performance • Management Performance • Performance • Management Planning and • Development Planning and • Development	nt of council operations and exercise •	
Finance and • E Administration L Administration L Planning and • Development Performance • Management Development Development Development	Ensure the institution is managed in an effective	100% of SDBIP (operational and capital projects) implemented.
Administration L Planning and Development Performance Management Planning and Planning and Development	that the Municipality complies with	Zero incidence of repeat exception reports from
Planning and Performance Management Planning and Planning and Performance Management Planning and Planning an	on applicable to it*	
Planning and • Development Performance Management Planning and • Development		Existence of a disaster Management Plan
Planning and Development Performance Management Planning and Planning and Development	ury control of operating income and ture*	Income and expenditure variance not to exceed 10%
Planning and • Development Performance • Management Planning and • Development Planning and • Development	that SBOM is active within the district in	Completion of an investigation into a relocation
Planning and • Development Performance Management Planning and Development	<u> </u>	to Kirkwood
Planning and Development Performance Management Planning and Development	ance with OHASA	 Completion of the quarterly safety checklist
Planning and • Development Performance Management Planning and Development	Ensure that capacity of the District is given	 Maintenance of the SBDM Capacity building carategy.
Planning and • Development Performance Management Planning and Development		strategy
Development Performance Management Planning and Development	SBDM to attract tourism, trade and	 Annual communication plan in place
Performance Management Planning and Development	ent	
Management Planning and Development	Support the implementation of the IDP through	employees and a
Planning and •	the performance management of the institution	
Planning and • Development	Workforce	100% Projects prioritized and funded in
Development	Ensure that development occurs in the most	ance with the SDF principles
	logical way possible and in a manner unarity in	מככסוממוסס אוווי פוס סיים ו
	a SUP pillicipie	Monitor monetary commitments from social
Economic Planning and • Ensure that the Development Development is imp	Ensure that the growth and development agreement is implemented and used as the	GDS agreement
	basis for cooperative district-wide development*	

Finance and Finance and Services	Function		
рL			
	Finance and	 Compilation of budget and financial statements 	Delivery of financial statements to UAG UII of Legal 24 August
Services	Administration		berore 51 August Annual approved budget
		 Ensure that Council finances are well managed 	100% Financial obligations required by MFMA
	.•		adhered to in accordance with National Treasury
			MFMA implementation priorities
		 Fusine 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.*
			 100% disciplinary hearings organized within 15
			working days after service of notice of
			misconduct.
L A	Executive and	• Fusitre decision makers receive information	 100% council agendas delivered prior to 7 days
	Conneil		of meeting

* Indicator supported and implemented across all Votes

Annexure "D"

Revenue by Source

Source	Performance Measure	Performance Target
Other income	% of sundry income collected	100 %
Rental of facilities & Equipment	% of fees received	100 %
Interest earned - external investments	Average rate of return/ prime rate	78 %
Interest earned – outstanding debtors	Average rate of return/ prime rate	100 %
Settlement discounts	% of settlement discounts negotiated	2.5 %
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%

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

	SARAH BAARTMAN DISTRIC	T MUNIC	IPLAITY		ANNEXURE "E'
	CAPITAL BUDGET	2018/19			
Department/Division	Asset Type	Qty	Unit Cost	Total cost	unding Source
ECUTIVE AND COUNCIL - GFS					
FFICE OF THE MAYOR					
COUNCIL EXPENSES	· · · · · · · · · · · · · · · · · · ·		0.500.1	2 500	Accumulated Surplus
Swivel Chair	Furniture and Fittings Furniture and Fittings	1 1	3,500		Accumulated Surplus
Fridge	Furniture and Fittings	+ ' +	- 1,000	7,500	
OTAL VOTE : OFFICE OF MAYOR			_	7,500	
OFFICE OF THE MUNICIPAL MANAGER					
MANAGEMENT					
Filing Cabinet	Office equipment	1	5,000	5,000	Accumulated Surplus
Swivel Chair	Furniture and Fittings	1	3,500	3,500	Accumulated Surplus Accumulated Surplus
Shredder	Office equipment	1	5,000	5,000 13,500	Accumulated Surplus
SPECIAL PROJECTS					
	Low !	1	20,000	20,000	Accumulated Surplus
Colour Printer 3 in 1	Office equipment Office equipment	$\frac{1}{1}$	1,000	1,000	Accumulated Surplus
External Hard Drive	Office equipment	$-\frac{1}{1}$	3,000	3,000	Accumulated Surplus
Loud Haler Laptop	Computer Equipment	2	15,000	30,000 54,000	Accumulated Surplus
DEPARTMENT : FINANCE AND CORPORATE	SERVICES			75,000	
FINANCE AND ADMINISTRATION - GFS		+-			
DEPARTMENT : FINANCE AND CORPORATE	SERVICES				
CORPORATE SERVICES					
MANAGEMENT		<u> </u>	5,000	5,000	Accumulated Surplus
Projector	Office equipment	1	1,000	1,000	
External Hard Drive	Office equipment	 	1 1	6,000	
SECRETARIAT					1.16
Laminator	Office equipment	1	3,000	3,000	
ARCHIVES			<u> </u>		
	Office equipment	- 1	10,000	10,00	
Photo Copier 3 in 1 Visitor Chairs	Furniture and Fittings	3	3,000	9,00 19,00	Accumulated Surplus
LEGAL SERVICES					
Laptop	Computer Equipment	1	15,000	15,00 15,00	
				10,00	
TOTAL : CORPORATE SERVICES				43,00	0
				<u></u>	

FINANCE			<u> </u>		
			'	ļ	
MANAGEMENT]		
Visitors Chair	Furniture and Fittings	4	3,000		Accumulated Surplus
			<u> </u>	12,000	
REVENUE COLLECTION			ļ	1	
REVENUE COLLECTION		<u> </u>			1.10
Computer Desktop	Computer Equipment	1	10,000	10,000	Accumulated Surplus
				10,000	
			ļ	İ	
ASSET MANAGEMENT					
Swivel Chair	Furniture and Fittings	2	3,500		Accumulated Surplus
Printer Bar Code	Computer Equipment	1	4,000		Accumulated Surplus
Vehicle Double cab	Vehicles	1 2	480,000 270,000		Accumulated Surplus Accumulated Surplus
Sedan Vehicle	Vehicles	+ 2 +	270,000	1,031,000	Accuminated darpitus
				1 072 000	
TOTAL: FINANCE		1		1,053,000	
INFORMATION TECHNOLOGY					
INFORMATION I BUILDOOGI		1 1			
IT			ļ.		
IT infrastructure	Office equipment	+ + +	200,000	200,000	Accumulated Surplus
LAN switches	Office equipment	2	50,000	100,000	Accumulated surplus
Tablets	Office equipment	16	9,000	144,000	Accumulated surplus
TOTAL TRIONING OF THE CONTROL OF V				444,000	
TOTAL: INFORMATION TECHNOLOGY		1 1			
			1		
PROPERTY SERVICES		1 1			
ESTATES					
ESTATES			15.000	75.000	A community of Surplus
ESTATES Airconditioners	Office equipment	5	15,000	75,000	Accumulated Surplus
Airconditioners	Office equipment	5	15,000	75,000 75,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES		5	15,000	75,000	Accumulated Surplus
Airconditioners		5	15,000	<u> </u>	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND C	CORPORATE SERVICES	5	15,000	75,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND C	CORPORATE SERVICES	5	15,000	75,000 1,615,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O	CORPORATE SERVICES	5	15,000	75,000 1,615,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O	CORPORATE SERVICES	5	15,000	75,000 1,615,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O	CORPORATE SERVICES	5	15,000	75,000 1,615,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT	CORPORATE SERVICES	5	15,000	75,000 1,615,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS	CORPORATE SERVICES	5		75,000 1,615,000 1,615,000	
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND COMMENTATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT - GEVELOPMENT	CORPORATE SERVICES MENT Furniture and Fittings	1	3,500	75,000 1,615,000 1,615,000	Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND OF TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT - MANAGEMENT	CORPORATE SERVICES			75,000 1,615,000 1,615,000 3,500 5,000	Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND COMMENTATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT - GEVELOPMENT	CORPORATE SERVICES MENT Furniture and Fittings	1	3,500	75,000 1,615,000 1,615,000	Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND COMMENTATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT - GEVELOPMENT	CORPORATE SERVICES MENT Furniture and Fittings	1	3,500	75,000 1,615,000 1,615,000 3,500 5,000	Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND COMMENTATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT - GEVELOPMENT	CORPORATE SERVICES MENT Furniture and Fittings	1	3,500	75,000 1,615,000 1,615,000 3,500 5,000	Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND OF TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT - Swivel Chair Filling Cabinet PLANNING UNIT	Furniture and Fittings Office equipment	1 1	3,500 5,000	75,000 1,615,000 1,615,000 3,500 5,000 8,500	Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT MANAGEMENT Swivel Chair Filing Cabinet	CORPORATE SERVICES MENT Furniture and Fittings	1	3,500	75,000 1,615,000 1,615,000 3,500 5,000 8,500	Accumulated Surplus Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPM MANAGEMENT Swivel Chair Filing Cabinet PLANNING UNIT Laptop	CORPORATE SERVICES MENT Furniture and Fittings Office equipment Computer Equipment	1 1	3,500 5,000	3,500 3,500 3,000 30,000	Accumulated Surplus Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND OFFICE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPMENT - Swivel Chair Filing Cabinet	CORPORATE SERVICES MENT Furniture and Fittings Office equipment Computer Equipment	1 1	3,500 5,000	75,000 1,615,000 1,615,000 3,500 5,000 8,500	Accumulated Surplus Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPM MANAGEMENT Swivel Chair Filing Cabinet PLANNING UNIT Laptop	CORPORATE SERVICES MENT Furniture and Fittings Office equipment Computer Equipment	1 1	3,500 5,000	3,500 3,500 3,000 30,000	Accumulated Surplus Accumulated Surplus Accumulated Surplus
Airconditioners TOTAL: PROPERTY SERVICES TOTAL VOTE: DEPARTMENT: FINANCE AND O TOTAL: FINANCE AND ADMINISTRATION - GFS PLANNING AND DEVELOPMENT - GFS DEPARTMENT: INFRASTRUCTURE DEVELOPM MANAGEMENT Swivel Chair Filing Cabinet PLANNING UNIT Laptop	CORPORATE SERVICES MENT Furniture and Fittings Office equipment Computer Equipment	1 1	3,500 5,000	3,500 3,500 3,000 30,000	Accumulated Surplus Accumulated Surplus Accumulated Surplus

DEPARTMENT : PLANNING AND ECC	NOMIC DEVELOPMENT			!	
MANAGEMENT				1	
	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Laptop Swivel Chair	Furniture and Fittings	1	3,500	3,500	Accumulated Surplus
SWIVE CHAIL				18,500	
TOTAL VOTE : DEPARTMENT : PLAN	NING ANDD ECONOMIC DEVELOPME	NT		18,500	
OTAL: PLANNING AND ECONOMIC	DEVELOPMENT - GFS	1 1	<u> </u>	18,500	
Total Capital Budget				1,747,000	
FUNDING OF CAPITAL BUDGET					
SBDM - Accumulated Profits				1,747,000	
				1,747,000	

				ANN	EXURE "F"
		TARIFFS 2018/2019			
1 COMPUT	ERISED INFORMATION	ON			
	omputer Prints - per eyelin		b	each	R 4.25
1.1 00	inputer Films per eyerm	o pago	-		
1.2 Co	omputer Disks		b	each	R 295.00
	1.2.1 Basic service for 1.2.2 Price per record		b	each	R 10.00
	•	e price of the floppy disk)	v	Cabii	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
2 <u>FAXES</u>					
2.1 Cc	ost of transmitting fax - pe	r nace	ъ	each	R 2.00
	ost of receiving fax - per p		b	each	R 2.00
3 <u>INTERES</u>	T RATE				
3.1 St	andard Rate of Interest me	ans a rate of interest which is two	a		
pe		of interest payable by a Council to			
4 PHOT<u>OC</u>	OPIES				
4 <u>1110100</u>	A3		b	each	R 2.00
	A4		b	each	R 1.00
5 PARKING	<u>G</u>				
Pı	rivate (Staff)				
	tandard Bank		b	each	R 40.00
6 ESTATES	<u>s</u>				
6.1 R	ental - Internal		b	per m²	R 80.00
62 B	ental - External	As per negotiated lease agreements	b		
6.2 R	entai - Externai	agreements	U		
7 BID DOG	<u>CUMENTS</u>				
7.1 B	id document Administration	on Fee - 80/20 PPP	b	each	R 100.00
7.2 B	id document Administrati	on Fee - 90/10 PPP	b	each	R 250.00
8 GEOGR	APHICAL INFORMATI	ON SYSTEM			
8.1 <u>A</u>	arcGIS Drawings				
	4		b	each	R 15.00
	3		b	each each	R 25.00 R 40.00
l .	A2 A1		b b	each	R 60.00
I .	70		b	each	R 85.00
8.2 <u>A</u>	<u>verial Photo</u>				
_	14		b	each	R 30.00
L	13		b	each	R 50.00
	12		b	each	R 80.00
	A1 A0	•	b b	each each	R 95.00 R 150.00
, <i>F</i>	10		5	CHOIL	1, , , , , , , ,

9 ENVIRONMENTAL HEALTH

9.1 Certificate of Acceptability

b each

R 100.00

10 PROMOTION OF ACCESS TO INFORMATION ACT

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

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

ANNEXURE G	Stollin 2019 Junget	To be Defemined	To be Determined	Not Applicable	Public Participation completed	Not Applicable	To be Determined	In Monitor and Evaluate 7 LM's for improved Financial Management (Ns process, policies, procedures and infranta controls and desting with specific AC findings in management letter and assisting with the preparation on the audit plan	1 SWME's and 1 Ocoperative 1 SMME's and 1 Cooperative supported financially and non-financially financially financially
	a Milestones 20,0778	To be Determined	To be Determined	Not Applicable	Draft SDF Complete	Not Applicable	To be Determined	Provide assistance linough 1 M training workshops held in Ir GRAP compilance for 7 LM's p is it	1 SWMEs and 1 Cooper supported financially and non-financially
1 15	Qualdriv Performance Milestones 20(17)/8 31 Dec 2018 Target 31 Mar 2019/Targe	To be Determined	To be Determined	Submission of Final Zoning Scheme Regulations for Ndlambe	Reviewing of Strategies and Objectives	Compelion of Attution facilities and shelters	To be Determined	Administrative planning and preparation to hold workshop with 7LM's at SBDM	Identify 2 SMME's to be developed and aupported d
	30 Sep 2018 Target	To be Determined	To be Determined	Public Participation completed	Status Quo Report Complete	Construction of ablution facility commenced	To be Delamined	NA	Establish partnerships with SEDA and ECDC on enflatprise development (agri-processing and seavloe sector)
4N 2018/19	2017/18 K*	R 200,000	,R 1,000,000	R 300,000	R 300,000	R 1,000,000	R 2,240,000	Amin R 1,500,000	R 2,205,000
ATION PLA	GFS GFS	Water	Water	Planning & Development	Planning & Development	Road Transport	Roads	ces Finance and A	TED
ET IMPLEMENTATION PLAN 2018/19	Department	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Finance & Corporale Servi	Economic Development
	Annual Target 2017/16	Assessment of the performance of the Water function in the District by LM's Completed	Installation of Water Mater in R Makana Completed	Submission of Final Report File to Notambe Local Municipality for adoption	Public Participation completed	Completion of Ablution facilities and shelters for Inter- City Bust Tarminal and Taxi Rank completed	Rural Roads Asset Management System Road Condition Assessment for LMs	Provide assistance through 1 Finance & Corporate Services Finance and Admin training workforps thed in GRAP compliance and new standards by making available financial management support to deal with issues pieced in the LMs AG's management letter	2 SMME's and 2 Cooperatives in the District supported financially and non-financially
FT SERVICE DELIVERY & BUDG	Koy/Parformance Indicator	Assessment of the performance of Assessment of the performance of Like Water Function in the District by the back the function in terms of Water Service Authority (WSA), and/or Water Service Provider (WSP)	Installation of Water Meter in Makana	Reviewed Nalambe Zoning Scheme in terms of SPLUMA	Reviewed of SBDM SDF	Construction of Ablution facilities and shellers for Inter-City Bus Terminal in Graaff-Reinet and Taxl Rank completed	Rural Roads Assel Management System (RRAMS) set up for SBDM	Provision of assistance to 7 LMs in respect to GRAP compliance to improve Avdil Outcomes	8 2 SMMEs and 2 Cooperalives (financially and non-Inancially) supported in the District.
DRAFT	Project	e perfor	EPWP - Water Meter in Makana 2	Review and Consolidation of 3 National Scheme Scaling Scheme Scaling Scheme Spatial Planning and Land Use Management Act (SPLUMA)	Review of Sarah Baartman 4 Spatial Development Framework	Construction of a Inter-City Bus Femilia in Gradif-Reinel and Taxt Rank complete	Rural Roads Asset Management System - RRAMS (Industriculus Inventor) Verification Bridge Assessment Reports, RC4M Classification, Maritenance Planning and Road Condition Assessments completed)	MENT Provision of assistance to 7 LMs in respect to GRAP compilance to Improve Audit Outcomes	Development Support to SMMEs/Cooperatives in the Local Municipalities
	Strategy	DEVEL OPNIENT PRIORITY 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE Fenume NASAWSP Functions WSAWSP Review have been reviewed and concluded by 2022 District	, we	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA)		implementation of transportation (projects	Implementation of road projects as mandated by LMs	ANCIAL VABILITY AND MANAGE Improve coponie governance systems both in the district and LMs.	DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT Broaden economic participation Fromote Social Economy and inclusion by increasing the Investment number and support to small enterplass by 3%.
	aypadyo	DEVELOPMENT PRIORITY 1: BA Ensure at WSA/WSF functions have been reviewed and concluded by 2022		To promote and co-ordinate inhegrated spalial planning in the Destrict		Popumole integration between spatial pleaning and transportation planning to achieve sustainable human sellement sellement.	To provide roads infrastructure from basic service to a higher from basic service to a higher level in key strategic areas for at least 10km's per amount over 5 years	DEVELOPMENT PRIORITY 2: FIN To assist Municipalities to achieve and estatin unquifred audits by 2022 and annually thereafter.	DEVELOPMENT PRIORITY 3: LO Broaden economic participation and inclusion by increasing the number and support to small enterprises by 3%

									1	
(Baje	Phylocity	Key Performance Indicator	al Target 2017/16	**** 2 ******	GFS	18 R's	118 Target			30.jum2013 Target
Buiding government to government la partnerships	implament DST annual 9 programmetaction plan	4 DST meetings held within the District in all 7 LMs. 2 LED capacity building programmes implemented	A 10	Economic Davelopment	LEO R		··-	2nd DST meeling held. 31		4th DS1 meeting back and zoroxis Action Plan developed Action Plan developed 1 Shale Gas consultation/meeting
Create new generation green and blue aconomy(ls) pbs rocled in renewable energy	Facilitating 2 IPP forum meetings. 10 Participate in 2 Nuclear and State Gas sessions. Participate in 3 Oceans Economy meetings.	Facilitating 2 IPP forum meelings. (2 Inland and 2 coastal, Participate In 2 Nuctear and Shale Gas meetings, Participate in 3 Coasns Economy meelings, Support the development of a business plan for an apprenticestip programme for District Youth in the Energy and Oceans Econom	realizating 2 IPP fromm meetings in the coast and 2 IPP fromm meetings inland. Participale in 2 Mudear and State 6as meetings. Participale in 3 Opeans Economy meetings.	Economic Development		R 200,000	Engage Native Manime Soulous and VETC Outleges for the development of Apprenticeship 1 obcase Technique, I independent Dower Producers (PP) meeting held for the inland. Nuclear still visits held.	ctors.		ssion helid
To showzeo the District as a distinctive brand, and communicate these two markets	Tourism Markeling	To conduct traview and implementation of the tourism marketing subsey for the District through participation in 2. Exhibitions, Placement of 2 media workers, producing marketing materials (2 seasonal ordes) and conduct 1 seasonal campaign.	Tourism marketing strategy treviewed and implemented for the District through authorities and authorities and authorities accepted in a Exhibitions. 2 Pleasment of media acverts, producing marketing marketing and compute	Economio Development	Tourism	R1,544,000	Review and formulate implementation plan of the troutem Markeling strategy.	implement Tourien marketing Strategy through Participation at the Getaway strown Johanneeburg Townin 14 Abdeltsement in I medium and conduct summer campaign and print 7 wonders are broothures.	1 Acditional Placements in 1 P medium, and conduct b summer campaign.	Participale at Tourism Indaba in Durban and print 7 worlders area brochures.
To increase public sector	Review of the Tourism 12 B. Masterplan	Raview of the Tourism Masterplan	Tourism Masterplan reviewed	Economic Development	Tourism	R 400,000	Terms of references completed and Bild advertised	SLA signed and review of the Tourism Master plan commence.	Draft Tourism Masterplan Presented to Steering Committee	Masterpian completed
Investment To promote creative arts and talent development	1 Complete Creative Industry 13 Strategy	To finalise Creative Industries strategy for the District Municipality	Strategy completed	Economic Development	Creative Industries	R 300,000	Draft strategy completed	Strategy presented to Steering Committee		Implement t recommended project from the strategy
Facilitate investment in local and regional agri-housity plant to increase product demands and improve prices.	Agricultural mentorship programmo. Facilitation of DIMAC meetings for Agri-Parks	14 1 Meeling with statesholders in the District for Apparaish bed. Mentorship froptemented for Emerging Farmers, Mentioring and Evaluation conducted in Makana (Koodorale).	Meeling with stakeholders in the District of Agriparish held. 2 mentionship sites active. Meritorship programme is evaluated.	Economic Development	GE CE	R 200,000	1 Meeting held for Agriparks. 1 sile in Koodovale active and 1 Youth in Agriculture is identified.	i new site for Youth in Agriculture is active. Stakeholders Workstop on meniorship is held.	Koodovale site monitored and evaluated.	Мелюкир ргодалина вчанава
DEVELOPMENT PRIORITY 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION Well caped/aired duminopalities on Building in-house capeably in LMs Support and Carl Governance and administration so that they can perform their the T.UMs in the as per DLGTA section 46 Innicions and stabiliso institutional Lavas, SPLUMA sussessment (by LMs)	acity Building to Disinct (PMS, By- etc. as required	Support and Capacity Building to the T.LM's in the District (PMS, By-Laws, SPLUMA etc. as required by LM's)	Support and Capacity Building to the 7 LM's in the y District (PMS, By-Laws, SPLUMA etc. as required by LM's)	Municipal Manager	Planning and Development	R 1,500,000	Planning and development of support plans for the ? LM's in lemms of their requirements (PMS, By-Laws, SPLUMA etc. as required by LM's)	Capacity Building and Support for the 7 LM's commence in terme of support plens(PMS, ByLuM, etc. as required by LM's)	nt 50% of Cepacity Building and Support completed in terms of support plans for LM seffMS, By-Laws, SPLUMA etc. as required by LM's)	100% of Capacity Building and Support completed in lerms of support campileted in lerms of Laws, SPLUMA etc. as required by LMs)
	Development of a Support Strategy for Local Municipalities	16 Development of a Comprehensive Support Strategy for 7 LM's in terms of their identified needs	Comprehensive Support Tocal Municipalities	Municipal Manager	Planning and Development	R. 200,000	Development of Terms of Reference and appointment of service provider	Development of the Comprehensive Support Strategy for the LM's	implementation of the Comprehensive Strategy for the seven LM	Continuation of the implementation of the support strategy
AL TRANSFORMATION	DEVELOPMENT PRIORITY S. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT To provide effective fine fighting to Provide fine fighting ospacify	13								

	30 Jun 2019 Target	To be Uetermined	Not Applicable To be Determined		jo de Determinad	To be Determined	To be Determined	Not Applicable	outuch linemal (sebud) 11 V Counselling 15s/ing (HCT) Programme
e Milestones 2017/18	arget	To be Determined			To be Determined	To be Determined	To be Determined		Hosting of District Wide Aids: Support Makena LO, and Jouduch Internal Sebush Integrated Community DAC (Support In Eastablishing Commelling Teafing (HCT) Distogracy 2. Day Hosting Community DAC (Support In Eastablishing Commelling Teafing (HCT) Distogracy 2. Support Integration Int
Quarerly, Performation Milestones 2017/16:	31:Dec 2018 Target	To be Determined	Not Applicable	To be Determined	To be Determined	To be Determined	To be Determined	Final Environmental Health Services Assessment Completed	Hesting of District Wide Aids Day, Deep Plans (Community Districts, Antikautsiance abuse and GBV), Support financially and capacitals 2 Community based Organisations GBO's
	30 Sep 2018 Target	ытілед	ality	To be Determined	To be Determined	To be Determined	To be Determined	Submission of the Draft Environmental Health Services Assessment	Empowerment Session (locassing Hosting of District Wire Adds on sexual and reproducing buy, 20c Plean (Community and Strategies Anti-substance and STR divers. Z Community Dialogues on Genderlesse Violence (GBV) in the 7 LM's Granications OBO's
	2017/18.R's	8		R 200,000	R 1,500,000	R 1,500,000	R 2,000,000	R 300,000	R 220,000
	GFS	safety	Public Safety	Public Safety	Public Safety	Public Safety	Public Safety	Planning & Development	Community and Social Service
	Department	nfrastructure	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure services	Planning and Infrastructure Services	Municipal Manager
	n Anntal Target 2017/18		Fire Functionality Pl Assessment Complete Si	Construction of Disaster P Emergency Centre In S Paterson completed	Upgrading of Fire Station in PAlicedate Completed	Upgrading of Fire Station in P Kareedow Completed	Disaster Management Plans Planning and Infrastructure for SBDM (7 LMs) Compiled	Final Environmental Health R Services Assessment (to 1 take back the fuction)	HWAIDS Plan implemented through, HCt, 1B and ST Campagns and Door to Door campaign
	KPI NF Key Performance Indicator		Fire Functionality Assessment	To construct the Paterson (Emergency Disaster Centre	Upgrading of Fire Station in Alicedale, Makana LM	Upgrading of Fire Station in Kareedouw, Koukamma LM	Development of Disaster Management Plans for SBDM (7 LMs)	Environmental Health Services Assessment (to take back the fuction)	100% Implementation of the HIVAIDS Plan in the District
	ij		19	20	22	22	23	72	Implementation of the HIVAIDS 25 Plan in the District
- 172		Fire Fighting Training	Fire Functionality Assessment (Recall of Function)	Construction of the Paterson Emergency Disaster Centre	Upgrading of Fire Station In Alloedale, Makana LM	Upgrading of Fire Station in Kareedouw, Koukarnma LM	Disaster Management Plans for SBDW (7 LMs)	Environmental Health Services Assessment (to take back function)	55
	Strategy			Provide resources				Implementation of Environmental Health Services effectively to all LMs	Technishe HIV Counselling and Conduct educational workshops Technish (HCT) or 67 000 and Community dialogues in all LMs partnership with DAG stakeholders amusliy
	Objectiva							To effectively monitor and manage environmental health services (EHS) in all the LMs	Theiling Art Counseling and Testing Art Counseling and Testing Art Type 687 000 community mearbars in all LMs 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 District. 3. Institutional Support is rendered to ensure continued existence of LTO's as an obligation entrusted to the District through National Tourism Sector Straiegy

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 JULY 2017 – 30 JUNE 2018

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.
- That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, as amended, the **Employee** will obtain the minimum competency requirements by **3 July 2018**.

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

- This Agreement will commence on the 1st July 2017 and will remain in force until 30 June 2018 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.
- 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:

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	<u> </u>	
Knowledge of Performance Management and		
Reporting		
Knowledge of global and South African specific		1
political, social and economic contexts		
Competence in policy conceptualisation, analysis and		
implementation		
Knowledge of more than one functional municipal field		
/ discipline		<u> </u>
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector		
departments		ļ
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	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.	1 2 3 7 8
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).

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 2017
Second Quarter : October – December Before end January 2018
Third quarter : January – March Before end April 2018
Fourth quarter : April – June Before end January 2019

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

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

- 11.2.3 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: -.
 - 1. 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.

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**.
- 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	on this the day of 2017
AS WITNESSES:	
1	EMPLOYEE
2	
AS WITNESSES:	
1	EXECUTIVE MAYOR/ MAYOR
2	

Page 1 of 4

Sarah Baartman DISTRICT MUNICIPALITY Province of the Eastern Cape

Province of the Eastern Cape Previously (acada District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Ted Pillay

2017/2018

Municipal Manager

Municipal Managers Office

PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

2018/05/14

PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

2018/05/14

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Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
White the second	DAC stakeholders			f	Con	Community Dialogues on Gender-Base Violence (GBV) in the 7 LM's	2 Community based Organisations CBO's		
Well capacitated Municipalities on Governance and administration as per DLGTA section 46 assessment	Building in-house capacity in LM so that they can perform their functions and stabilise stabilise	Support and Capacity Support and Building to the 7 LM's Capacity Building to in the District (PMS, the 7 LM's in the By-Laws, SPLUMA District (PMS, By-etc. as required by Laws, SPLUMA etc. LM's)	iding to ithe i, By- AA etc.	Report	%	% Planning and development Capacity Building and of support plans for the 7 Support for the 7 LM's LM's in terms of their commence in terms of requirements (PMS, By-Support plans(PMS, By-Laws, SPLUMA etc. as required by LM's)			100% of Capacity Building and Support completed in terms of support plans for LM's (PMS, By-Laws, SPLUMA etc. as required by LM's)
	insututoriai Systems	Development of a Comprehensive Support Strategy for 7 LM's in terms of their identified needs (MMOND190)	Comprehensive Support Strategy Plan developed for 7 Local Municipalities	Report	%	% Development of Terms of Reference and appointment of service provider	Development of the Comprehensive Support Strategy for the LM's	Implementation of the Comprehensive Strategy for the seven LM	Continuation of the implementation of the support strategy
General	Spatial Development Framework Compliance of 9			Council minutes	12.7%	12.7% Analysis phase commenced	Projects registered on the system	Draft IDP submitted to Approved 1DP by Council Council	Approved 1DP by Council
	To ensure that the 100% of SBDM's PMS is employees under implemented and PMS and reviewe maintained in accordance with	100% of SBDM's employees under the PMS and reviewed	100% of employees under PMS and reviewed	Plans availabe for inspection	10.9%	10.9% 100% employees with 100% employees plans signed and reviewed plans signed and reviewed reviewed	100% employees with plans signed and reviewed		100% employees with plans signed and reviewed
	Exercise financial control over SBDM	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	10.9% NA	o NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	Y.
	Ensure that the Municipality complies with Legislation applicable to it	Full compliance with OHASA	4 x checklists	4 × quarterly meetings	1.89	1.8% 1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	3rd checklist 4th checklist completed and completed and duarterly meeting held quarterly meeting held

	8	ORE COMPETEN	CY REQUIRE	MENTS (CCR's):	CORE COMPETENCY REQUIREMENTS (CCR's): Ted Pillay (Municipal Manager)	lager)	
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Core Competency Requirement	Annual Target	Proof	Weighting	September 2017/2018	Core Competency Annual Target Proof Weighting September December March 2017/2018 June 2017/2018 June 2017/2018 June 2017/2018	March 2017/2018	June 2017/2018

	8	RE COMPETENC	y requirem	IENTS (CCR's) : Ted	CORE COMPETENCY REQUIREMENTS (CCR's): Ted Pillay (Municipal Manager)	ger)	
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Core Competency Requirement	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
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Strategic Capability and Leadership	Displays standard aligned Evidence of standard to that recommended in achieved as the Max competency documented in a middlines written report	Evidence of standard achieved as documented in a written report	20%	20% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
			William Willia		TO DESCRIPTION OF THE PROPERTY	egificialistic tret trette provent in act of the significant supplies the significant tree and the significant tree tree tree to the significant tree tree tree tree tree tree tree tr	The state of the s
Financial Management	Displays standard Evidence of recommended in the MSA achieved as commenced unidelines documented	Evidence of standard achieved as documented in a	200% 2	20% Evidence of achievement / working towards the standard recommended in the MSA	Evidence of achievement / working towards the standard recommended in the MSA	Evidence of achievement / working towards the standard recommended in the MSA	Displays standard recommended in the MSA competency guidelines
		written report		competency guidelines	competency guidelines	Competency galdennes	Diener of successful
People Management and Empowerment	Displays standard Evidence of recommended in the MSA achieved as competency guidelines documented	Evidence of standard achieved as documented in a	20%	20% Evidence of achievement / working towards the standard recommended in the MSA competency childelines	Evidence of achievement / working towards the standard recommended in the MSA competency quidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays statituding recommended in the MSA competency guidelines
Client orientation and Customer Focus	Displays standard Evidence of recommended in the MSA achieved as competency guidelines documented	whiten report Evidence of standard achieved as documented in a	20%	20% Evidence of achievement / working towards the standard recommended in the MSA		Evidence of achievement / working towards the standard recommended in the MSA competency quidelines	Displays standard recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national	Displays standard recommended in the MSA competency guidelines	written report Evidence of standard achieved as documented in a	20%	20% Evidence of achievement / working towards the standard recommended in the MSA competency quidelines	AT 11.1	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

Page 4 of 4

PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

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

RIAAZ LORGAT

DIRECTOR: FINANCE AND CORPORATE SERVICES

(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR: 1 JULY 2017 - 30 JUNE 2018

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".
- 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.
- 1.5 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 by 3 July 2018.

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 2017 and will remain in force until 30th June 2018 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.
- 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.
- 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	19.8%
Basic Service Delivery	1.2%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	50%
Good Governance and Public Participation	29.1
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.
- The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (√) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR)	FOR EMPL	
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Capability and Leadership	√	20%
Programme and Project Management		
Financial Management	4	20%
Change Management		
Knowledge Management		

CORE COMPETENCY REQUIREMENTS (CCR) I CORE MANAGERIAL COMPETENCIES (CMC)		WEIGHT
Service Delivery Innovation		
Problem Solving and Analysis		20%
People Management and Empowerment	√	20%
Client Orientation and Customer Focus	√	20%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the	√	20%
legislative an national policy frameworks	<u> </u>	
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		
Skills in Mentorship		
Competence as required by other national line sector		
departments		
Exceptional and dynamic creativity to improve the]
functioning of the municipality Total percentage		100%

6. EVALUATING PERFORMANCE

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6,8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter : July – September Before end October 2017
Second quarter : October – December Before end January 2018
Third quarter : January – March Before end April 2018
Fourth quarter : April – June Before end January 2019

- 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.

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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
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10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;

- 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 a substantial financial effect on the Employer.
- 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 %
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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.
- 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.

AS WITNESSES:

1. Hahar

EMPLOYEE

AS WITNESSES:

1. Bede

MUNICIPAL MANAGER

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Sarah Baartman

DISTRICT MUNICIPALITY
Province of the Eastern Cape
Province of the Eastern Cape

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Riaaz R. Lorgat

2017/2018

Director: Finance and Corporate Services

Finance and Corporate Services

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

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Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	. June 2017/2018
CIPAL INSTITUTE	KPA 2, MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	AND TRANSFORMA	TION	A TOTAL STREET, THE STREET, THE STREET, THE STREET, THE STREET, THE STREET, THE STREET, THE STREET, THE STREET,	the state of the s	And the second s	1	100% completed
Co-ordinate recruitment and	Recruitment process completed within 12	100% compliance to Log the 12 week turn-	[rod	1.9%	1.9% 1.00% completed	1.00% completed		D 0000 0000 0000 0000 0000 0000 0000 0
selection processes	Ensure compilance, 100% implementation and implementation and implementation and implementation and Act and SBDM's EE plan SBDM's EE plan and EAct as per the Earners for 2017/18	aroana unc of the 100% Inplementation and Implementation and Institution of SBDM's EE plan and EE Act as per the Parrays for 2017/18	SBDM EE Plan	1.9%	1.9% Full compliance to EE Full compliance to EE Plan targets for Plan targets for 2017/18 and EE Act	Full compliance to EE Plan targets for 2017/18 and EE Act	Full compliance ito EE Plan targets for 2017/18 and EE Act	Full compliance ito EE Plan targets for 2017/18 and EE Act
A legally compliant municipality	Ensure 100% disciplinary hearings organised within 2 months after service of miscronditri		507	1.9%	1.9% 100%	%00.T	100%	100%
	Conclude/Finalise all	4 Quarterly Reports on all legal cases	Quarterly Reports	19	1% Quarterly Report on all legal cases		Quarterly Report on all Quarterly Report on all legal cases legal cases	Quarterly Report on all legal cases
Training	90% Implementation of 100% Approved Skills Development Plan SDF, for F&CS Expenditure	f.100% Approved Proof of complet Courses, budget ISDF, Timplementation and spent aligned to Expenditure Skills developmental	Proof of completed courses, budget I spent aligned to skills development rian	1%	1% 90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan
Exercise financial control over		90% recorded as f actual	Correspondence (Mayoral, MM,	1.99	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 Reports to Mayoral and % recorded as actual recorded as actual
W088	Develop and submit budget related policies	Approved budget related policies	Council approved policies	1.99	1.9% n/a	e/u	n/a	Budgete related policies submitted to Council in May
To ensure that the PMS is implemented and maintained in accordance with Legislation	Ensure that all FRCS performance reviews 1 are conducted within 10 working days after the quarter ends and that 100% of indicators met by officials reporting directly to post according to Performance Plans	, con 100%	Performance review report (all officials) 4th quarter	2.99	2.9% PMS reports	PMS reports	PMS reports	PMS reports
To maintain harmonious and content labour	NO labour matter in the All labour matters agenda unresolved / resolved within 6 months months	ne All labour matters resolved within 6 months	Minutes of meetings	1.9	1.9% All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved.
Ensure that the Municipality	Completion of the 8 x Checklists for OHASA quarterly safety OHASA Compliance	8 x Checklists for OHASA Compliance	4 × checklists	-	1% 2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd an 4th Floors	2 checklists for 2nd and 2 checklists for 2nd and 42 4th Hoors Floors

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		Key Performance			· · · · · · · · · · · · · · · · · · ·		Long property of the Annual Control of the A	Targets	AAD ANII HANKA 1957 (NOSSAN PEREMAKKAN KARPATAN ANII ASELI
Objective	Strategy	•	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
	complies with Legislation applicable to it	checklist for 2nd and 4th Floors	for 2nd and 4th Floor	and for an extensive for more than the foreign of the FIX were to	tree (record transmission records	gere e mages e response a seriam, um militare,	The second secon		manusum eta eta eta eta eta eta eta eta eta eta
	To ensure the CDA is sustainable	Compilation of a report Report to Council on the sustainability with and viability of the CDA recommendations on sustainability a viability of the CDA viability of the CDA	5 ~	Report to Council	3.9%:NA	; ; ;	Report to Council with INA recommendations on sustainability and Viability of the CDA	YN.	WA
	To ensure Implementation of decisions	Implementation of all decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	3.9% NA	A	NA.	50% Strategic decisions implemented	50% Strategic 100% Strategic decisions decisions implemented implemented
	Ensure that Job Evaluation of positions in the SBDM and LM's	Ensure 80 job/positions :80 Job positions are Report are evaluated in the and LM's SBDM and LM's	80 Job positions are evaluated in the SBDM and LM's	Report	4.9% NA	V.	NA	50 out of 80 job positions eviuated in the SBDM and LM's	80 jobs evaluated in the SBDM and LM's
A MININ	To ensure effective Council Meetings administration crpAt FTNANCTAL	To ensure Timeously compilation Compilation of effective Council a and finalisation of minutes within the meetings administration from meeting road MINICTED I FINANCIAL VIABILITY AND MANAGEMENT	Compilation of minutes within the sprescribed time	Agendas/Minutes	2.9%C 5 8 4	2.9% Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas Within the prescribed time	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time
To assist Municipalities t	To assist improve Municipalities to corporate	Provision of assistance to 7 LMs in respect to	ent of omes in 7	Report	4.9% NA	IA	Administrative planning and preparation to hold	Provide assistance through 1 training workshops held in	Monitor and Evaluate 7 LM's for Improved Financial Management process,
achleve and sustain clean audits by 2022 and annually thereafter.	governance systems both in the district and LMs.	brAP compliance to improve Audit Outcomes and Financial Sustainability (FIN00191)	LMS III COLL/10. Financial Sustainability reports adopted by the 7 LM's				workshop with 7LM's at SBDM	GRAP compliance for 7 LM's	policies, procedures and internal controls and idealing with specific AG findings in management letter and assisting with the preparation on the audit plan
General	Exercise financial	Exercise financial Delivery of a credible funded budget	Adopted budget	Adoption by Council	8.7%:NA	AA	Roll-over budgets received	Draft budget tabled	Approved budget by 31 May annually
·	SBDM	Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of the prescribed framework	Dellvered on or before 31 August	Proof of delivery	8.7%: c	8.7%:Statements delivered on or before 3.1 August	Response provided to Draft Management letter	Final letter included in annual report	
		% of project (emented	90% of project Annual fina budget implemented statements	Annual financial statements	1,9% NA	٧A	Projected expenditure within 10%	NA	90% of project budget implemented
		;					- 14	4'	

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

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	Key Performance		•		popular action of the hypothesis of child common productions of	WIND SAMERANDER	1019CC	Salaman Commence of the Commen
a_i was arrable		wal Target	Proof	Weighung	September 2017/2018	2017/2018 NA	March 2017/2018 NA	June 2017/2018 less than 5%
ice to	Collection of outstanding debt and conditional orants	95%	Financial statements	L%o WA	WA		e de la companya de l	Age at
Matters	the	10%	Financial statements	1.9% NA	WA	NA	NA	10%
To ensure financial sustainability	Achteving a balanced cash flow where the imunicipality is able to meet all its financial commitments in the financial vear	Balanced cash flow for year	Financial statements	2.9% NA	NA	NA	NA	Healanced Cash How. Meeting finacial commitments
y for funding	Lobby for funding 4 submissions to sector Increased funding or Reports/copies of departments / possible investment as result submissions funders for Finance and of submissions and Corporate Services presentations	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	4.9%	1 submission to sector departments/funders	4,9%:1 submission to sector 1 submission to sector departments/funders	1 submission to secur departments/funders	departments/funders
SOVERNANCE AN Ensure that capacity support to LMs is given priority	General Ensure that Development, Approval 3 Reports to MM capacity support and Implementation of to LMs is given a Capacity Building and priority Strategy for St	orts to MM	Plan and 3 reports	4.9%	4,9%-Capacity building plan Report to MM for Finance and Corporate Services Developed	Report to MM	Report to MM	Report to MM
Ersure that the Municipality complies with	to c	Delivered on or before 30 September	Proof of delivery	4.9%	4.9% Statements delivered on or before 30 September	Response provided to Draft Management letter	Final letter included in annual report	A A
Legislation applicable to it	September annually 100% Legal compliance 100% to all key legislation applicable in MFMA Regulations and	100%	MFMA checklist complete with comments; In-year reporting	1.9%	1.9% 100% overall legal compliance to all key legislation	100% overall legal compllance to all key legislation	100% overall legal compliance to all key legislation	į
k Management	Systems Act Risk Management Ensure that sufficient and effective controls are in place to management risks (Risk Management Register, Meetings held and Annual Risk Management	100% of the Risk Updated Register updated 20 Register days after each quarter	Updated Risk Register	2.9%	Updated Risk Registe	2.9% Updated Risk Register Updated Risk Register	Updated Risk Register	
Exercise financial control over SBDM	Workshop) Receipt of a favourable Clean Audit Report Audit Report as per the agreed scoring criteria ('Clean" - 5, Unqualified	Clean Audit Report	Clean Audit Report from AG	9.7% NA	5 NA	Response provided ito Draft Management letter	Receipt of a Favouraable Audit Report in terms of agreed criteria and	∮

:	June 2017/2018	The second secon	₩	100% compliance to policy	100% Council Resolutions implemented pertaining to ing the Department
(S:	argeus March 2017/2018	inclusion of same in annual report	Receipt of a Clean Audit report and inclusion of same in annual report	100% compliance to policy	100% Council 100% Council Rasolutions implemented per implemented pertaining the Department to the Department
Riaaz R. Lorgat (Director: Finance and Corporate Services)	December 2017/2018	ppa menoral menumentary or define a service a mengin	Response provided ito Receipt of a Clean Draft Management Audit report and letter inclusion of same i	100% compliance to policy	100% Council Resolutions Implemented pertaining to the Department
or: Finance and (September 2017/2018		3%;NA	2.9% 100% compliance to policy	1.9% 100% Council Resolutions Implemented pertaining to the Department
rgat (Directo	Weighting		ĥ	2.99	1.99
	Proof		Internal Audit reports and AG Reports	Internal and External Audit Reports	Report on implementation of Council Resolutions
PERFORMANCE PLAN:	Annual Target		100% compliance to Internal Audit internal controls reports and AC Reports	100% compliance	100% Council Resolutions implemented pertaining to the Department
PERFO	Key Performance Indicator (Project)	with minor matters 4, Unqualified with major matters 3, Disclaimer 2, Adeverse 1	No repeat findings raised in Internal and External Audit Reports	Exercises budget 100% compliance to control in order 15CM and Unauthorised, to prevent over/ Irregular, Fruitless and unauthorized Westeful Expenditure	To ensure 100% Implementation 100% Council To ensure 100% Council Resolutions Resolutions Meetings Implemented administration Department Department
	Strategy	The second secon	A legally compliant municipality	Exercises budget control in order to prevent over/ unauthorized	Experiment. To ensure effective Council Meetings administration
	Objective				

	CORE COMPETE	NCY REQUIREME	ENTS (CCR's)	CORE COMPETENCY REQUIREMENTS (CCR's): Riaaz R. Lorgat (Director: Finance and Corporate Services)	rector: Finance and C	orporate Services)	
					Targets	5	
Core Competency Requirement	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
CCR 1. MANAGERIAL							Page to the second second
Strategic Capability and Leadership	Displays standard aligned Evidence of standard to that recommended in achieved as the MSA competency documented in a guidelines written report	Evidence of standard achieved as documented in a written report	20%	20% Evidence of achievement / Evidence of achievement / Evidence of achievement / working towards the standard working the standard working towards the standard working towards the standard working the standar	Evidence of achievement / working towards the standard	Evidence of achievement, j	Usprays standard anglice to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL			Control of the Contro	i — gas a di ladidi (19 a.u.) A soomaa yan kiita mila yita Giligedd ita vilidallada i iya haay ita katarraya ki	- Contraction	e de la desta de la companya de la c	And the second s
Financial Management	Displays standard aligned Evidence of standard to that recommended in achieved as the MSA competency documented in a transfer and the standard to the standard	Evidence of standard achieved as documented in a written report	20%	20% Evidence of achievement / Evidence of achievement / Evidence of achievement / working towards the standard working towards the standard is standard.	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Usplays scandard augueu to that recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard aligned Evidence of standard to that recommended in achleved as the MSA competency documented in a methor report.	Evidence of standard achleved as documented in a written report	20%	20% Evidence of achievement / Evidence of achievement / Evidence of achievement / working towards the standard 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	guidennes Demonstrated evidence	Evidence of standard achieved as	20%	20% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Imperior motion to tegislative and national		documented in a		***********		n wan sa) F

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:	图图 19 19 19 19 19 19 19 19 19 19 19 19 19	June 2017/2018	See) . The see of the	Displays standard recommended in the MSA competency guidelines
d Corporate Services)	Targets	March 2017/2018 June	that for many control to the first that the forest the forest transfer to the first transfer to the first transfer to the first transfer to the first transfer transfer to the first transfer transfer transfer to the first transfer transfe	Evidence of achievement / Evidence of achievement / Evidence of achievement / Displays standard working towards the standard working towards the standard recommended in the MSA recommended in the MSA recommended in the MSA competency guidelines competency guidelines
CORE COMPETENCY REQUIREMENTS (CCR's): Riaaz R. Lorgat (Director: Finance and Corporate Services)	Targets	December 2017/2018	Champion and Cont. (2007) for a parameter of the parameter of the control of the	20% Evidence of achievement / Evidence of achievement / working towards the standard working towards the standard recommended in the MSA recommended in the MSA competency guidelines competency guidelines
CCR's): Riaaz R. Lorgat (Di 2017/2018		September 2017/2018		Evidence of achievement / working towards the standard recommended in the MSA competency guidelines
INTS (CCR's)		Weighting	Art data	20%
NCY REQUIREME		Proof	written report	Evidence of standard achieved as documented in a written report
CORE COMPETE		Annual Target	:	Displays standard Evidence of stand recommended in the MSA achieved as competency guidelines written report
	;	Core Competency Requirement	noticy frameworks	Client orientation and Customer Focus

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

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

UNATI DANIELS

DIRECTOR: PLANING AND ECONOMIC DEVELOPMENT

(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR: 1 JANUARY 2018 – 30 JUNE 2018

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 (**Not applicable**).

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 January 2018 and will remain in force until 30th June 2018 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.

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**.
- 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	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 (\sqrt) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLO	OYEES
CORE MANAGERIAL COMPETENCIES (CMC)	4	WEIGHT
Strategic Capability and Leadership	√	25
Programme and Project Management	√	25
Financial Management	√	15
Change Management		

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

6. EVALUATING PERFORMANCE

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

Level	Terminology	Description		R	atin	g	
			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.	1 2 3 7 0
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 NA Second quarter : October – December NA

Third quarter : January – March Before end April 2018
Fourth quarter : April – June Before end January 2019

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

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

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;

- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the Employer.
- 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.

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**.
- 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	on this the day of	2018
AS WITNESSES:		
1	EMPLOYEE	·
2		
AS WITNESSES:		
1	MUNICIPAL MANAGI	≣R
2		

Sarah Baartman

DISTRICT MUNICIPALITY
Province of the Eastern Cape Provious; Cacolo District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Unati Daniels

2017/2018

Director: Planning and Economic Development Planning and Economic Development

		Kev Performance]		2017/2018	2017/2018 Targe	Targets		* * * * * * * * * * * * * * * * * * *
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
KPA 1. BASIC SE	KPA 1. BASIC SERVICE DELIVERY	A 75 THE CASE AND A SECTION OF THE CASE AND	San MAAAAA AA AA AA AA AA AA AA AA AA AA AA	: X	The second secon		CHIMINETERS COMPANY CO	1. 2. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.	
Building local and Building regional networks governn and collaboration governn through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Building government government partnerships	4 DST meetings held within the District in all 7 LM's. 2 LED capacity building programmes implemented (DEV00184)	4 DST meetings are held within the District in all 7 LW's. 2 LED capacity building programmes implemented	Report	%	% 1st DST meeting held. 1st LED Capacity Building Programme Implemented.	2nd DST meeting held .	ard DS1 meeting held. Suid LED Capacity Building Programme Implemented.	4th DS1 meeting held and 2018/19 Action Plan developed
To position the District as a nationally recognised tourism brand	To showcase the To conduct revolution as a distinctive brand, the tourism mar and communicate strategy for the these two markets District through participation in Exhibitions, Plac of 2 media adveored markets and conduct 1 seasonal campa (DEV00186)	To conduct review "Tourism marketing and implementation of strategy reviewed at the tourism marketing implemented for the strategy for the strategy for the District through District through participation in 2 Exhibitions, 2 Exhibit	Tourism marketing strategy reviewed and implemented for the District through participation in 2 Exhibitions, 2 Exhibitions, 2 Placement of media adverts, producing marketing materials (2 cycles), and conducting 1 seasonal campaign.	Report	%	% Review and formulate implementation plan of the Tourism Marketing strategy.	Implement Tourism marketing Strategy through Participation at the Getaway show in Johannesburg; Placements of 1 Advertisement in 1 medium and conduct summer campaign and print 7 wonders area brochures.		Participate at Tourism Indaba in Durban and print 7 wonders area brochures.
To grow tourism sector's absolute contribution to the District Economy	To increase public Review of t sector investment Masterplan in Tourism (DEV00187 Infrastructure Investment	To increase public Review of the Tourism Tourism Masterplan sector investment Masterplan in Tourism (DEV00187) Infrastructure Investment	Tourism Masterplan reviewed	Report	%	% Terms of references completed and Bid advertised	SLA signed and review of the Tourism Master plan commence.	Draft Tourism Masterplan presented to Steering Committee	Masterplan completed
KPA 2, MUNICIA	AL INSTITUTION	KPA 2, MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	ND TRANSFORMATIO	NO	Market of the Park Spirit and the second of	The state of the s	as had the assembly the Assembly Assemb	ega e ya ili ili ya ya mangaba. Na ili a ya manana sa na a mana a kamindah dahin dahin dahin dahin dalam da dahin Manana kamin da da da da da da da da da da da da da	A two constraints of the contract of the state of the sta
General	Training	Training takes place in accordance with the needs identified through the performance reviews	Training takes place in 100% T&D addressed Record of accordance with the according to the training in needs identified in the accordance with through the performance reviews reviews	Record of training in accordance with Performance reviews	3.3%	3.3% 100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	3.3%	3.3% Remaining unit standards achieved	All unit standards fully completed		NA
	To ensure 100% implemer implementation of of decisions for	100% implementation 100% Strategic of decisions for	100% Strategic decisions	Report	9.8%	9.8% NA	NA	50% Strategic decisions implemented	100% Strategic decisions

SEC. Co. Sec. 1971, Fr. Sec.	June 2017/2018	implemented	Full compliance ito EE Plan targets for 2015/16 and EE Act	*Backbook mands - powers - Ly Jul - BAAD, Mand (prospection declares and a size	100% Implementation of the Enterprise Development programme	Functional Website in place	1 Shale Gas consultation session held	Implement 1 recommended project from the strategy	Mentorship programme site evaluated
	March 2017/2018	, and the second	Full compliance ito EE Plan targets for 2015/16 and EE Act	AS A THE TOTAL OF MENTAL CONTRACTORS OF THE PROPERTY A SERVICE ASSESSMENT ASS	50% of programme implementation of the Enterprise Development programme	Launch Website	Develop business plan for apprenticeship programme for District Youth in the Energy and Oceans Economy.	Strategy completed	Koodovale site monitored and evaluated.
Targets	December 2017/2018		Full compliance ito EE Plan Full compliance targets for 2015/16 and EE Plan targets for Act	maghe spendidolochia millioni coloni millioni coloni millioni della di pri se della di se di se di coloni di se d	Identify 2 SMME's to be developed and supported	Trade and investment portal finalised	Conduct Skills Audit for Maritime and Energy sectors. 1 IPP meeting for the Coast held. Host a SA Youth in Nuclear Society meeting.	Strategy presented to Steering Committee	1 new site for Youth in Agriculture is active. Stakeholders Workshop on mentorship is held.
	September 2017/2018		3.3% Full compliance ito EE Plan Full compliance ito EE Plan (targets for 2015/16 and EE Act Act	A COLON DE MANON, A TOMBRE AND PROPERTY AND AND AND AND AND AND AND AND AND AND	% Establish partnerships with Identify 2 SMME's to be SEDA and ECDC on developed and supporte enterprise development (agri-processing and service sector)	3.3% Develop content	% Engage NMMU Maritime School and TVET Colleges for the development of Apprenticeship programme for Nuclear and Ocean Economy, 1 Independent Power Producers (IPP) meeting held for the inland. Nuclear site visits held.	% Draft strategy completed	% I Meeting held for Agriparks. 1 site in Koodovale active and 1 Youth in Agriculture is identified.
	Weighting	and the second	3.3%		%	3.3%	3%	%	%
	Proof		SBDM EE Plan		Report	Website	Report	Report	Report
	Annual Target	implemented for the Department	100% implementation SBDM EE Plan and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	A CO A CONTROL OF THE	2 SMME's and Cooperatives in the District supported financially and nonfinancially	Functional Website in place	Facilitating 2 IPP forum meetings. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings.	Strategy completed	1 Meeting with stakeholders in the District for Agriparks held.2 mentorship sites active. Mentorship programme is
Kev Performance	Indicator (Project)	Department taken at Strategic Planning Sessions	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	PMENT (LED)	2 non- oorted	Trade and Investment Functional Website in Website Web-based system place developed and continually updated	Facilitating 2 IPP forum meetings. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings. (DEV00185)	To finalise Creative Industries strategy for the District Municipality (DEV00188)	1 Meeting with stakeholders in the District for Agriparks held. Mentorship implemented for Emerging Farmers. Monitoring and
	Strategy	decisions	Co-ordinate recruitment and selection processes	KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)	Promote social economy investments		Create new Facilitating 2 If generation green forum meeting and blue economy Participate in 2 (ies) jobs rooted Nuclear and Shi in renewable in 3 Oceans Ecinety (DEV00185)	To promote creative arts and talent development	Facilitate investment in local and regional agro-processing plant to increase product demands and improve
Control of the Contro	Objective			KPA 3. LOCAL EC	Broaden economic participation and inclusion by inclusion by increasing the number and support to small	enterprises by 3%.	Invest in natural capital to contribute to government's target of creating 20,000 'green'jobs by 2020.	Developing skills and education base by increasing the number of semi-skilled and skilled by 5%.	e urai to achieve ear on owth in culture o-

		1	Jan 1	;	2017/2018	2017/2018		Abrillat Al Abrilla (A. Abrilla Abrilla Abrilla Abrilla Abrilla Abrilla Abrilla Abrilla Abrilla Abrilla Abrilla	AND AND RESIDENCE OF THE PROPERTY OF THE PROPE
:	i	Key Performance		1		OCKATCHIRO 4237°, 2944°, - 3°, saC*VAY JennevokyVayn XZY y 30000000000Volamopin 600000—04/401, armist, s.V×3° «	Targets	**************************************	THE G. P. S. Adv THE ADMINISTRATION OF THE PROPERTY OF THE
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
sectors.		in 1 LM's. (DEV00199)	V W. Card to Comments out the manifest management of the Card State on the		The state of the s	The second secon			The second secon
General	Lobby for funding	3 submissions to sector departments / possible funders for Economic Development projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	11.5%	11.5% 1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	N A
. MUNICIF	PAL FINANCIAL V.	KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	SEMENT				The second secon		
General	Exercise financial At least 90% of control over SBDM project budget implemented		90% of project budget implemented	Annual financial statements	13.1% NA	NA	Projected expenditure within 10%	NA	90% of project budget implemented
5. GOOD G(OVERNANCE AND	KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10N	manke per a franka amer a Aretemapheterististista a strassa Anasate (A des	AMA SALA . AM. TERPE AN AN ERRA AN AN ERREAD WAY TO THE SALA AND THE S	A WANTER AND WAY WITH A TOTAL TO THE TAX TO	"Симиниванимини, даминива дамин изванум изван чул учанания дименания у учананиминия дамин димент.	THE	
General	Ensure that capacity support to LMs is given priority	Implementation of the Evidence of CDM Capacity building assistance to 9 LM's strategy - Economic Development	Evidence of assistance to 9 LM's	Plan and reports	11.5%	11.5% Draft capacity building and Report tabled and support program confirmed with LM's developed	Report tabled and confirmed with LM's	Report to Capacity Building Manager	Evidence of assistance to 9
		n of 2 th other ties	Implementation of project arising out of partnership	Reports	6.6%	6.6% 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	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	quarterly meetings	4 x checklists and minutes of meetings	1.6%	1.6% 1st checlist completed and quarterly meeting held1	2nd checlist completed and quarterly meeting held and quarterly meeting held 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 Interna place to manage risks reports	Internal Audit reports	3.3%	3.3% 100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	6.6%	100% compliance to policy	6.6% 100% compliance to policy 100% compliance to policy 100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No repeat findings raised in Internal and in External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	3.3% NA	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	ΝΑ
	Exercise financial control over SBDM	Exercise financial Ensuring the control over SBDM Department contribute towards the Receipt of	Clean Audit Report	Clean Audit Report from AG	6.6% NA	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in	NA

PERFORMANCE PLAN: Unati Daniels (Director: Planning and Economic Development) 2017/2018 Tamate	September December March 2017/2018 June 2017/2018	annual report	3.3% 100% Council Resolutions 100% Council Resolutions implemented Resolutions Resolutions Implemented Implemented Implemented Implemented	6.6% 100% implementation of 100% implementation of 100% implementation 100% Back 2 Basics Plan for ED for ED for ED for ED for ED for ED for ED for ED for ED for ED for ED for ED for ED	3.3% 100% of performance plans signed off on the PMS System and 100% challenges addressed ito performance challenges addressed through 1Q plans reviews
	<u>*</u>	annual report	s 100% Council Resolutions implemented		100% 3Q reviews de and performance challenges addresse ito targets in Performance Plans
ic Development)			100% Council Resolution implemented	100% implementation of Back 2 Basics Plan for ED	100% 2Q reviews done and performance challenges addressed ito targets in Performance Plans
anning and Econom	September 2017/2018	The state of the s	100% Council Resolutions implemented		a1 00 XS
(Director: Pla 2017/2018	Weighting		3.3%	%9:9	3.3%
nati Daniels	Proof		Report on implementation of Council Resolutions	Report	Performance review reports for 4Q's
IANCE PLAN: U	Annual Target		100% Council Resolutions Implemented partaining to the Department	100% implementation of the Back 2 Basics Plan issues partaining to ED	100% of indicators achieved
PERFORM Key Performance	Indicator (Project)	a Clean Audit Report	100% Implementation 100% Council of Council Resolutions implemented partaining to to Department	100% implementation 100% implementation Report of the Back 2 Basics of the Back 2 Basics Plan of ED Plan issues partaining to ED to ED	To ensure that the PMS is and performance implemented and challenges addressed maintained in accordance with the Performance Plans Legislation
	Strategy		To ensure effective Council Meetings administration	To ensure effective and efficient service delivery	To ensure that the PMS is implemented and maintained in accordance with Legislation
	Objective			9 Will Will and Auditor and Au	

S	· ~		: Unati Danie	niels (Director: Pla	nd Econo	mic Development	(t)
Core Competency		The state of the s	Andrew Court of the part of the court of the	The state of the s	And the first of t	Targette in the strategies and the strategies of	Beland Company of the company of the
Requirement	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
CCR 1. MANAGERIAL	The state of the s	A VARIABLE V	WQQQ, 000000, 00000, 00000, 00000, 00000, 00000, 00000, 00000, 00000, 00000, 00000, 00000, 00000, 00000, 00000	South ANNO Attention A. & Ministration of the Contract of the	A see the major observable and the second and the s	The state of the s	
Strategic Capability and Leadership Demonstrated evidence accordingly	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	25% Demonstrated evidence Demonstrated evidence Demonstrated evidence accordingly accordingly 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 accordingly	25% Demonstrated evidence Demonstrated evidence Demonstrated evidence accordingly accordingly accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2, OCCUPATIONAL		The state of the s		THE REAL PROPERTY AND THE PROPERTY OF THE PROP	The same and the same and the same of the	A CANADA	Park No. 9 may be a common to the common to
Financial Management Demonstrated evidence accordingly	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15% [Demonstrated evidence accordingly	15% Demonstrated evidence Demonstrated evidence Demonstrated evidence accordingly accordingly 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% [10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence 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	2%5	Demonstrated evidence accordingly	5% Demonstrated evidence Demonstrated evidence Demonstrated evidence accordingly accordingly accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

υ	CORE COMPETENCY REQUIREMENTS (CCR's): Unati Daniels (Director: Planning and Economic Development)	UIREMENTS (CCR's	s) : Unati Danie 2017/2018	niels (Director: Plans	anning and Econc	omic Development	(:
Core Comnetency			TO THE REAL PROPERTY OF THE PR		Manual Andrews	Targets	A WHITE A MATERIAL WAS A STATE OF THE WAS A STATE OF THE WAS A WAS AND AND AND AND AND AND AND AND AND AND
Requirement	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	018 June 2017/2018
People Management and Empowerment	Displays standard aligned to Evidence of standard that recommended in the MSA achieved as documented competency guidelines in a written report	Evidence of standard achieved as documented in a written report	10%	10% Evidence of achievement / working towards the standard	Evidence of Evidence of Evidence of achievement / working achievement / working towards the standard towards the s		Displays standard aligned to that recommended in the MSA
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%	0% Demonstrated evidence Demonstrated evidence Demonstrated evidence accordingly accordingly accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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

THEODORA BETHA DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES

(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR: 1 JANUARY 2018 - 30 JUNE 2018

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met"and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.5 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by **30 June 2019**.

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:
- 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 January 2018 and will remain in force until 30 June 2018 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.
- 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	9.8%
Basic Service Delivery	56.9%
Local Economic Development (LED)	4.9%
Municipal Financial Viability and Management	15.7%
Good Governance and Public Participation	12.7%
Total	100%

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

CORE COMPETENCY REQUIREMENTS (CCR) I	OR EMPL	OYEES
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	25
Client Orientation and Customer Focus	√	15
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	-	
Interpretation of and implementation within the		
legislative 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		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance	· ,	
Competence as required by other national line sector departments		
Display and guidance of Programme and Project and Fund Management	√	35
Application of Strategic Capability and Leadership	√	25
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

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

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		R	atin	_	
			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 NA Second quarter : October – December NA

Third quarter : January – March Before end April 2018
Fourth quarter : April – June Before end January 2019

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

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

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

11.2.3 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.

12. DISPUTE RESOLUTION

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

13. GENERAL

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

Thus done and signed at	on this the day of2018
AS WITNESSES:	
1	EMPLOYEE
2	
AS WITNESSES:	
1	MUNICIPAL MANAGER
2.	

Sarah Baartman

DISTRICT MUNICIPALITY
Province of the Eastern Cape
Provious, Czesdu District Amsleipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Theodora Betha

2017/2018

Dir: Infra Development and Community Services

Infrastructure Development and Community Services

2018/05/14

http://cacadu/idpproject2017/PlanPrintPage.aspx?PlanId=1746

		Key Performance		Reference and the second state and the second state and the second second second second second	2017/2018		Targ	Targets	
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
KPA 1. BASIC SE	KPA 1. BASIC SERVICE DELIVERY		OHIMMETOR OF THE ACTION OF THE	Out A shirt of the	and the second s	The state of the s		THE RESERVE OF THE PARTY OF THE	- And Andrews -
To provide costed Appointment of infrastructure experienced plans	Appointment of experienced professional team	Ten-year District- Wide Infrastructure Plan completed (INF00176)	Ten year Infrastructure Plan Developed for SBDM	Report	<i>&</i>	% Data on Infrastructural needs (Water, Sanitation, Roads, ect.) for the next 10 years collected from 3 LM's	Data on Infrastructural needs (Water, Sanitation, Roads, ect.) for the next 10 years collected from 4 LM's	Draft District Wide Infrastructure Plan developed	Final District Wide Infrastructure Plan completed
Ensure that WSA/WSP functions have been reviewed and concluded by 2022	WSA/WSP Review	Assessment of the performance of the Water Function in the District (INF00177)	Assessment of the performance of the Water function in the District Completed	Report	8	% Bid document complete for procurement of service provider	Appointment of a service provider	Submission of the draft Water Assessment	Final Water Assessment Completed
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Reviewed Nalambe Zoning Scheme (INF00178)	Submission of Final Report to Ndlambe Local Municipality for adoption	Report	8	% Submission of Issues Report	Submission of 1st Draft of Zoning Regulations	Public Participation completed	Final Report submitted for adoption by Ndlambe Local Municipality
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of Construction of transportation Ablution facilities projects and shelters for Inter-City Bus Terminal in Grange Reinet and Taxi (INF00179)	Construction of Ablution facilities and shelters for Inter-City Bus Terminal in Graaff- Reinet and Taxi Rank completed (INF00179)	Completion of Ablution facilities and shelters for Inter-City Bus Terminal and Taxi Rank completed	Report	<i>δ</i> *	% Bid document completed for procurement of service provider	Appointment of a service provider	Construction of ablution facility commenced	Ablution facility and shelters completed
sads e from to a n key ns for	Implementation of Rural Roads Asset roads projects as Management mandated by LMs System set up for SBDM (INF00180)	Rural Roads Asset Management System set up for SBDM (INF00180)	Rural Roads Asset Management System Road Condition Assessment for LMs	Report	8	% Condition analysis of the bridges and major culverts completed and Road centreline refinement	Field work and assessments and gravel road condition assessments completed	Data and GIS collation, processing and refinement	System establishment, maintenance and data analysis
over 5 years		Upgrading of Rietbron Roads & Stormwater (paving) (INF00181)	Construction of 500m of paving of road for Rietbron roads & stormwater	Report	%	% Appointment of service providers for and construction	Construction commences	Construction progressing Completion of 500m paving of road	Completion of 500m paving of road
To provide effective fire fighting to all LMs in the district by 2022	Provide fire fighting capacity	Restoration and standardisation of 42 Fire Hydrants in Ndlambe (INF00192)	Restoration and standardisation of 42 fire hydrants in Ndiambe	Report	%	% All 42 fire hydrants standardised completed in Ndlambe	Not Applicable	Not Applicable	Not Applicable
		Training of 15 fire	Fire Fighting	Report	%	% Bid documentation	Appointment of a	Training of 15 fire	Training of 15 fire

	Se course	Key Performance	TO VAR. INIT TO VANORABIO AND VAROUS AND VAROUS AND VAROUS AND VARON VAROUS VAROUS AND ASSESSED.	A STATE OF THE PARTY AND A STATE OF THE PARTY OF THE PART			Tare	Targets	
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
	d/h3; 0 s = 403 dydd 1988	Fighters complete (INF00193)	Training complete		The state of the s	complete for procurement of service provider	service provider	Fighters commences	Fighters completed
	76-183×14-124-64	Fire Functionality Assessment (INF00194)	Fire Functionality Assessment Complete	Report	%	% Appointment of a service provider	Assessment for Local Municipalities commenced	Submission of the draft Fire Functionality Assessment	Final Fire Functionality Assessment Completed
	ekkomu an indiri da wasanin ka ma	Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	3.9%	3.9% All Agreements signed	NA	NA	NA
	Provide resources	Construction of Construction of Paterson Disaster Emergency Centre Centre in Paterson (INF00195) completed	Construction of Disaster Emergency Centre in Paterson completed	Report	8	% Appointment of a consultant	Project designs complete	Bid document complete for procurement	Appointment of a contractor
	er in 13 course to design contents to the contents of the cont	Upgrading of Electricity Supply for Ndiambe Integrated Emergency Centre completed (INF00196)	Upgrading of Electricity Supply for Ndlambe Integrated Emergency Centre completed	Report	96	% Upgrading of Electricity Supply for Ndlambe Integrated Emergency Centre completed	Not Applicable	Not Applicable	Not Applicable
To effectively monitor and jointly manage environmental health services (EHS) in all the LMs	Implementation of Environmental Health Services effectively to all LMS	Environmental Health Services Assessment (INF00197)	Environmental Health Services Assessment Complete	Report	O THE PERSON NAMED TO THE	% Establishment of the Project Steering Committee	Consultation of Local Municipalities and Stakeholders	Development of transitional plans (HR, Finance, Assets, et.)	Completion of the Environmental Health Services Assessment
KPA 2. MUNICI	PAL INSTITUTION	KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	AND TRANSFORM	ATION	point-oloc - Vocation - olocat	A Northward (Art of the county of the Annual Annual County of the Annual Annua	S, Agor: 4/V (As. 1974) Professional Administration of Administrat		
General	Training	To ensure training 100% of the and development department; takes place in accordance of the through revirements of the sent to SDO department	s T&D fied ews	Record of training in accordance with the needs of the department through reviews	2.6%	2.6% Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified Training needs identified at the previous at the previous performance review and performance review and performance review and trg information sent to SDO for further action SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action
	Ensure that capacity support to LMs is given priority	Ensure that Review and capacity support to Implementation of LMs is given the CDM Capacity priority building strategy - Infrastructure Services	Evidence of reviewed strategy and support to LM's	Report on capacity building to LM's	10.4%	10.4% Reviewed Capacity Building Strategy for Infrastructure Services Developed	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy
	Compliance to	To ensure 100%	100% compliance	Reports on unit	1.3%	1.3% 15% of unit standards	30% of unit standards	45% of unit standards	50% of unit standards

	Toronto Print, Assessment & Marie L. C.	PEKFOKIM.	PERFURINCE PLAIN: I NEODO	Ineodora beth	a Betna (DIr: 1017a 2017/2018	a Development an	Development and Community Services)	/ices)	
:	. adv. 2.2 few	Key Performance				Sept. Section of configuration of the section of th	Tar	Targets	
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
	National Treasury Competency Requirements	Compliance to National Treasury Compentency Requirements	of unit standards achieved	standards achieved		achieved	achieved	achieved	achieved
	To ensure implementation of decisions	100% Implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	3.9%	V.	NA MARKET MANAGEMENT OF THE PROPERTY OF THE PR	50% Strategic decisions implemented	100% Strategic decisions implemented
	Co-ordinate recruitment and selection processes	Ensure compliance, 100% implementation and implementation and implementation monitoring of the Et Act and SBDM's Esplan and Et Act as p the targets for 2015/16	100% I implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	2.6%	2.6% Full compliance ito EE Plan targets for 2015/16 and EE Act	* * * * * * * * * * * * * * * * * * *	Full compliance ito EE Full compliance ito EE Full compliance ito EE Plan targets for 2015/16 Plan targets for 2015/16 Plan targets for 2015/16 and EE Act and EE Act	Full compliance ito EE Plan targets for 2015/16 and EE Act
To establish an SBDM institution to its area of jurisdiction by 2020	Relocation SBDM Securing of a offices to Kirkwood building and the development of plans for the construction for relocation to Kirkwood	Securing of a building and the development of plans for the construction for the relocation to Kirkwood	Securing of a office block in Kirkwood for CDM relocation	Report	9.1%	9.1% Progress report on securing of building and submited to Council	Progress report on securing of building and submited to Council	Progress report on securing of building and submited to Council	Building for CDM secured in Kirkwood
KPA 3. LOCAL E	KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)	PMENT (LED)			1000 1111111111111111111111111111111111	WHAT I WANTED THE STREET STREET STREET STREET STREET STREET STREET STREET STREET STREET STREET STREET STREET S	Western of Afficial and Afficia	A with Light A feet, of AMM AMAAA A A A A A A A A A A A A A A	World Webber A At At The Talk And At The Anna State And At Anna St
General	Lobby for funding	4 Successful Increased fun submissions to or investment sector result of departments / submissions an possible funders for presentations Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	7.8%	7.8% 1 Successful submission to sector departments/funders	Successful submission Lo sector departments/funders departments/funders	1 Successful submission to sector departments/funders	Successful submission to sector departments/funders
KPA 4. MUNICI	AL FINANCIAL VI	KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	AGEMENT	THE THIRD YEVENING AND ADDRESS		AND WAS AND AND AND AND AND AND AND AND AND AND		The second way was the second of the second	The state of a state of the sta
General	Exercise financial control over SBDM	Department operating budget within 10%	% of	Annual financial statements	1.3%	1.3% Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 1.0% of budget
	na ak terranak (=	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	10.4%INA	¥.	Projected expenditure within 10%	NA	90% of project budget implemented
KPA 5. GOOD GO	OVERNANCE AND F	KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ITION	The state of the s		Contraction Contraction of the C	Minimus, extensive per entre extreme in extreme interesting on the control of the Minimus Mini	V**am**********************************	The state of the s
To promote integration between spatial	Implementation of An approved IDP transportation projects	An approved IDP	IDP approved by 31st May annually	Council minutes	10.4%	10.4% Analysis phase commenced	Consultation completed	Draft IDP submitted to Council	IDP Adopted

	Radio come turo	Key Performance					Так	Targets	
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
planning and transportation planning to achievesustainable human settlements	proprieta de la constancia de la constancia de la constancia de la constancia de la constancia de la constancia					All Andrikalpha and Garage and Angelon and Angelon and Angelon and Angelon and Angelon and Angelon and Angelon			
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 targets in Performance Plans	100% of indicators Performance achieved review report 4Q's	Performance review reports for 4Q's	3.9%	3.9% 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 ito targets in Performance Plans	100% 3Q reviews done and performance challenges addressed ito targets in Performance Plans	100% 4Q reviews done and performance 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 quarterly meetings	4 x checklists and minutes of meetings	2.6%	2.6% 1st checilst completed and quarterly meeting held1	2nd 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 managemen risks in the institution	100% controls in place to manage risks	Internal Audit reports	2.6%	2.6% 100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	5.2%	5.2% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant No Exceptions municipality and External A Reports	ral udit	100% compliance Internal to internal controls reports. Reports	Internal Audit reports and AG Reports	2.6% NA	V.	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report.	V.
	Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report Clean Audit Report from	Clean Audit Report from AG	6.59%		Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	No. company a company o company
	To ensure effective Council Meetings administration	100% Implementation of Resolutions Council Resolutions implemented partaining to Department	100% Council Resolutions implemented partaining to the Department	Report on implementation of Council Resolutions	2.6%	2.6% 100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions Implemented	100% Council Resolutions implemented
	To ensure	100%	100%	Report	6.5%	6.5% 100% implementation of 100% implementation of 100% implementation of 100% implementation of	100% implementation of	100% implementation of	100% implementation c

	THE ACCIONATE VARIANCE AND ACCIONATE ACTION AND ACCIONATE ACTION ACCIONATE ACTION ACCIONATE ACTION ACCIONATE ACTION ACCIONATE ACTION ACCIONATE ACTION ACCIONATE ACCION	PERFORM,	ANCE PLAN: T	heodora Beth	ia (Dir: Infra 2017/2018	PERFORMANCE PLAN:Theodora Betha (Dir: Infra Development and Community Services)	d Community Serv	rices)	
	25 J. Vajoro-	Key Performance				38.66695	Targ	Targets	THE RESERVE OF THE PROPERTY OF
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
	effective and efficient service	implementation of the Back 2 Basics	implementation of implementation of the Back 2 Basics the Back 2 Basics	: :		Back 2 Basics Plan for I&P	Back 2 Basics Plan for I&P	Back 2 Basics Plan for I&P	Back 2 Basics Plan for I&P
	delivery	Plan of I&P				**************************************			
To mitigate	Provide capacity to Assist local	o Assist local	Disaster	Council	3.9%	3.9% First draft tabled to the	First Draft of the other 4 Draft documents go	Draft documents go	8 local Municiplaity
disaster events in	lisaster events in LMs on Disaster	municipalities in	Management Plans resolutions of	resolutions of		forums of 4	Municipalities tabled in through various	through various	disaster plans developed
all LMs by 2022	Management	developing their	developed	Various local		Municipalities	respective forums	structures of various	
	•	disaster plans		Municipalities wrt		Name		Municipalities	
		*****		their Disaster	>	•4779			
	T No			Plans					

COR	CORE COMPETENCY REQUIREMENTS (CCR's): Theodora Betha (Dir: Infra Development and Community Services)	IREMENTS (CCR's)	: Theodora Bet 2017/2018	Betha (Dir: Infra	Development and	Community Servi	ces)
Core Compatency				THE RESERVE AND THE PROPERTY OF THE PROPERTY O	A CONTRACTOR OF THE CONTRACTOR	Targets	TOTAL OF A MENT OF THE PROPERTY OF THE PROPERT
Requirement	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
CCR 1. MANAGERIAL	**************************************			and the second control of the second control		To the state of th	The state of the s
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	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 quidelines
Programme and Project Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	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 quidelines
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	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 quidelines
CCR 2, OCCUPATIONAL	White Address and the second s	ALTATION ALL		2 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	With the same of t	Part of the second control of the second con	The state of the s
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
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 Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	8.3%	8.3% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

ANNEXURE L

Eastern Cape: Sarah Baartman District Municipality(DC10) - Schedule of Service Delivery Standa	rds Table 2018/19
Standard	Service Level
Solid Waste Removal	
Premise based removal (Residential Frequency)	
Premise based removal (Business Frequency)	
Bulk Removal (Frequency)	<u> </u>
Removal Bags provided(Yes/No)	
Garden refuse removal Included (Yes/No)	n/a - The District Municipality
Street Cleaning Frequency in CBD	does not provide this services as 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 performe
	by the District Municipality for the Local Municipalities within the
	District. The Local Municipalities
·	have different water quality
to feed water quality to all 0 / All and the indirect and any	ratings.
Is free water available to all? (All/only to the indigent consumers)	Water is only free to indigents
Frequency of meter reading? (per month, per year)	
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?	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty water meters? (days)	
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	
Electricity Service	
What is your electricity availability percentage on average per month?	
Do your municipality have a ripple control in place that is operational? (Yes/No)	
How much do you estimate is the cost saving in utilizing the ripple control system?	
What is the frequency of meters being read? (per month, per year)	
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)	\dashv
	n/a - The District Municipality
Are accounts normally calculated on actual readings? (Yes/no)	
Are accounts normally calculated on actual readings? (Yes/no) Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	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
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No) How long does it take to replace faulty meters? (days)	- I
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No) How long does it take to replace faulty meters? (days) Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	the service is provided by the Local Municipalities within the
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No) How long does it take to replace faulty meters? (days) Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No) How effective is the action plan in curbing line losses? (Good/Bad)	the service is provided by the Local Municipalities within the
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No) How long does it take to replace faulty meters? (days) Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	the service is provided by the Local Municipalities within the
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Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No) How long does it take to replace faulty meters? (days) Do you have a plan to prevent iflegal connections and prevention of electricity theft? (Yes/No) How effective is the action plan in curbing line losses? (Good/Bad) How soon does the municipality provide a quotation to a customer upon a written request? (days) How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days) How long does the municipality takes to provide electricity service for low voltage users where network extension is not required?	the service is provided by the Local Municipalities within the District
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No) How long does it take to replace faulty meters? (days) Do you have a plan to prevent iflegal connections and prevention of electricity theft? (Yes/No) How effective is the action plan in curbing line losses? (Good/Bad) How soon does the municipality provide a quotation to a customer upon a written request? (days) How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)	the service is provided by the Local Municipalities within the District

Sewerage Service		
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?	┪	
	4	
How long does it take to restore sewerage breakages on average	-	
Severe overflow? (hours)		
Sewer blocked pipes: Large pipes? (Hours)	n/a - The District Municipality	
Sewer blocked pipes: Small pipes? (Hours)	does not provide this services as	
Spillage clean-up? (hours)	the service is provided by the Local Municipalities within the	
Replacement of manhole covers? (Hours)	District	
Road Infrastructure Services		
Time taken to repair a single pothole on a major road? (Hours)	n/a - The District Municipality	
Time taken to repair a single pothole on a minor road? (Hours)	does not provide this services as	
Time taken to repair a road following an open trench service crossing? (Hours)	the service is provided by the Local Municipalities within the	
Time taken to repair walkways? (Hours)	District	
Property valuations		
	n/a - The District Municipality does not collect rates as the rates	
	collection is performed by the	
How long does it take on average from completion to the first account being issued? (one month/three months or longer)	Local Municipalities within the	
	District. Therefore the annual	
	property valuations performed by the District is for GRAP	
Do you have any special rating proportion? (Ven/N-)	compliance in the AFS.	
Do you have any special rating properties? (Yes/No)		
Financial Management		
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	An amount of R296 812 is disclosed in 2015/16 AFS	
Are the financial statement outsources? (Yes/No)		
Are the financial statement outsources? (Teshro)	No No	
Are there Council adopted business process instructing the flow and managemet of documentation feeding to Trial Balaince?	Yes, financial policies are approved by Council on an annua basis	
How long does it take for an Tax/Invoice to be paid from the date it has been received?	The municipality ensures that all payments are made within 30 days.	
Is there advance planning from SCM unit linking all departmental plans quaterly and annualy including for the next two to three years procurement plans?	The Procurement plan is developed on an annual basis - multi-year projects are factored therein	
	1	
A -l1		
Administration		
Reaction time on enquiries and requests?	Immediately	
<u> </u>	Immediately	
Reaction time on enquiries and requests?	Immediately	
Reaction time on enquiries and requests? Time to respond to a verbal customer enquiry or request? (working days)	Immediately n/a - The District Municipality	
Reaction time on enquiries and requests? Time to respond to a verbal customer enquiry or request? (working days) Time to respond to a written customer enquiry or request? (working days) Time to resolve a customer enquiry or request? (working days)	n/a - The District Municipality does not provide this services as	
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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 2018/19 Annual Budget and MTREF

2.15 Municipal Manager's quality certificate

I, U Daniels, Acting 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.

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Munici	pal Ma	anager c	f Sarah I	Baartman	District	Municipa	ality	
Signat	ure	Q.						
Date _	28	MAY	2018					