



Sarah Baartman

DISTRICT MUNICIPALITY

Province of the Eastern Cape

progress through development

Medium-Term Budget

2018/19 – 2020/21

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PART 1

ANNUAL BUDGET

CHAPTER 1



Executive Mayor's Report

EXECUTIVE MAYOR'S BUDGET 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*
- *Financial Viability and Management*
- *Local Economic Development*
- *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
- Stakeholder Management
- Initiating and strengthening Strategic Partnerships
- 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 co-operatives 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;
- Can prioritize and spend funds efficiently on development programmes; and
- Promote the development facilitation role.

To assist in this initiative of financial sustainability, serious considerations were undertaken in terms of cost containment measures for the municipality. Over and above our decision to consider this, the Budget 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 re-alignment 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:

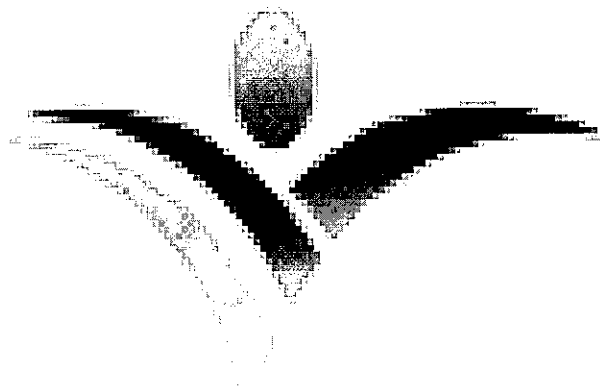
- the members of the Mayoral Committee and the IDP and Budget Steering Committee for providing the necessary political oversight during this process;
- the Acting Municipal Manager, CFO and the Director, as well as the officials who have played an instrumental role in the compilation of the IDP and the 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 **Annexure “F”** 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;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policies;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- Petty Cash Policy; and
- Enterprise Risk Management Policy

Cacadu District Development Agency

IT IS RECOMMENDED

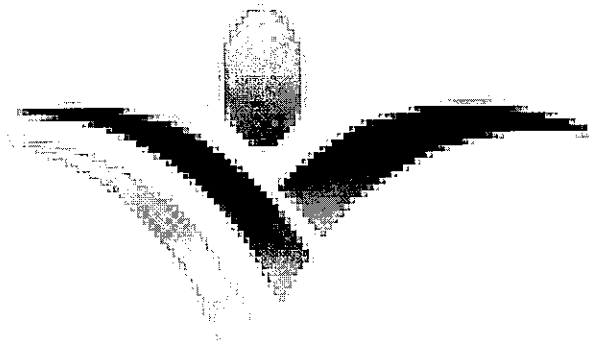
That the annual capital budget of R60 000 for the year 2018/2019 and the estimates for the two projected outer years 2019/2020 and 2020/2021 for the Cacadu District Development Agency be approved.

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:

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

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

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

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

Accordingly, the Sarah Baartman District Municipality's 2018/2019 MTB was guided by the following principles:

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

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

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

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

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

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

The 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:

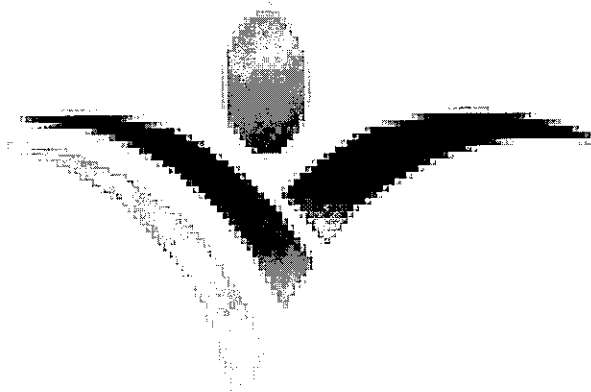
- Good Governance and Public Participation
- Institutional Transformation
- Financial Viability and Management
- Infrastructure and Basic Services
- Local Economic Development

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

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

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

CHAPTER 4



Annual Budget Tables

CHAPTER 4

ANNUAL BUDGET TABLES

The Sarah Baartman District Municipality's projected overall spending envelope for the 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 Rm	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	-	-	-

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
DISCRETIONARY 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;
 - o Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

DC10 Sarah Baartman - Table A1 Consolidated Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	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
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	17,262	18,055	18,569	18,000	18,000	18,000	18,000	17,800	16,000	15,000
Transfers recognised - operational	89,384	95,432	86,525	89,310	89,310	89,310	89,310	92,582	94,433	98,375
Other own revenue	2,773	14,325	8,573	33,044	39,905	39,906	39,905	22,165	15,282	16,623
Total Revenue (excluding capital transfers and contributions)	109,419	127,812	113,667	140,354	147,216	147,216	147,216	132,547	125,715	129,998
Employee costs	34,843	38,545	34,593	47,957	47,957	43,161	43,161	44,976	48,125	51,493
Remuneration of councillors	6,407	6,636	6,559	7,644	7,644	7,644	7,644	8,180	8,753	9,365
Depreciation & asset impairment	1,462	1,731	1,582	2,109	2,109	2,109	2,109	1,700	1,792	1,881
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,165
Other expenditure	51,858	57,198	55,437	54,659	61,521	61,521	61,521	48,526	37,881	38,093
Total Expenditure	117,058	131,916	127,626	140,354	147,215	142,419	142,419	132,547	125,715	129,998
Surplus/(Deficit)	(7,639)	(4,105)	(13,959)	-	0	4,796	4,796	-	-	-
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(7,639)	(4,105)	(13,959)	-	0	4,796	4,796	-	-	-
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										
Capital expenditure	1,058	550	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	1,058	550	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Total sources of capital funds	1,058	550	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Financial position										
Total current assets	258,780	240,925	230,867	177,650	251,218	255,294	255,294	254,095	251,303	248,513
Total non current assets	86,241	85,447	48,472	-	17,059	17,059	17,059	29,782	32,573	35,364
Total current liabilities	42,233	30,086	40,513	-	25,000	25,000	25,000	33,068	33,068	33,068
Total non current liabilities	62,513	60,116	56,814	-	61,264	60,545	60,545	64,000	64,000	64,000
Community wealth/Equity	240,274	236,169	182,012	177,650	182,013	186,808	186,808	186,809	186,808	186,809
Cash flows										
Net cash from (used) operating	6,392	(15,746)	(2,024)	2,109	2,109	2,109	2,109	1,960	1,792	1,881
Net cash from (used) investing	(961)	(2,040)	(5,165)	(1,012)	(3,295)	(3,295)	(3,295)	(1,747)	(1,132)	(1,032)
Net cash from (used) financing	(49,923)	32,006	13,928	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	83,985	98,205	104,944	106,041	103,758	103,758	103,758	103,971	104,631	105,480
Cash backing/surplus reconciliation										
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	35,410	21,836	32,998	-	23,577	23,577	23,577	27,907	29,308	29,589
Balance - surplus (shortfall)	219,575	211,368	188,946	177,650	225,923	229,999	229,999	221,985	217,792	214,721
Asset management										
Asset register summary (WDV)	51,030	39,404	41,376	41,888	44,563	44,563	-	46,310	47,442	47,442
Depreciation	1,462	1,731	1,556	1,841	1,841	1,841	1,700	1,700	1,792	1,881
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	475	627	784	631	631	631	1,000	1,000	1,060	1,120
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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
R thousand											
REVENUE ITEMS:											
Property rates											
Total Property Rates	6										
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)											
Net Property Rates		-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue											
Total Service charges - electricity revenue	6										
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		-	-	-	-	-	-	-	-	-	-
Service charges - water revenue											
Total Service charges - water revenue	6										
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		-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue											
Total Service charges - sanitation revenue											
less Revenue Foregone (in excess of free sanitation service to indigent households)											
less Cost of Free Basis Services (free sanitation service to indigent households)											
Net Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue											
Total refuse removal revenue	6										
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		1,523	12,884	7,156	31,644	38,506	38,506	38,506	20,715	13,782	15,073
Total 'Other' Revenue	3	1,523	12,884	7,156	31,644	38,506	38,506	38,506	20,715	13,782	15,073
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	18,059	24,173	34,593	34,170	34,170	30,753	30,753	35,793	33,918	36,292
Pension and UIF Contributions		2,480	1,867		2,218	2,218	1,996	1,996	2,532	2,285	2,445
Medical Aid Contributions		9,567	6,742		6,201	6,201	5,581	5,581	902	6,390	6,837
Overtime											
Performance Bonus		973	965		1,290	1,290	1,161	1,161	1,904	1,329	1,422
Motor Vehicle Allowance		1,544	2,919		1,566	1,566	1,409	1,409	1,496	1,614	1,727
Cellphone Allowance		169	370		161	161	163	163	169	187	200
Housing Allowances		393	124		223	223	201	201	225	230	246
Other benefits and allowances		1,638	1,385		2,109	2,109	1,898	1,898	1,955	2,173	2,325
Payments in lieu of leave		-	-		-	-	-	-	-	-	-
Long service awards		-	-		-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-		-	-	-	-	-	-	-
sub-total	4	34,843	38,545	34,593	47,957	47,957	43,161	43,161	44,976	48,125	51,493
Less: Employees costs capitalised to PPE	5										
Total Employee related costs	1	34,843	38,545	34,593	47,957	47,957	43,161	43,161	44,976	48,125	51,493
Contributions recognised - capital											
List contributions by contract											
Total Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-

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	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue - Functional										
<i>Governance and administration</i>		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		95,516	109,052	104,440	106,700	105,795	105,795	109,995	106,362	110,171
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		1,370	-	4,848	15,057	17,128	17,128	14,193	13,137	13,467
Community and social services		493	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-
<i>Economic and environmental services</i>		4,451	10,467	1,050	18,235	22,337	22,337	7,747	5,879	6,016
Planning and development		1,563	994	1,000	16,000	17,714	17,714	4,507	3,507	3,507
Road transport		2,888	9,474	50	2,235	4,598	4,598	3,240	2,372	2,509
Environmental protection		-	-	-	-	25	25	-	-	-
<i>Trading services</i>		753	50	2,261	-	-	-	-	-	-
Energy sources		103	-	-	-	-	-	-	-	-
Water management		650	50	2,261	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	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										
<i>Governance and administration</i>		58,987	61,171	55,825	74,665	75,530	75,530	67,754	67,470	70,278
Executive and council		27,105	26,220	24,000	35,050	35,150	35,150	26,742	24,410	26,856
Finance and administration		31,882	34,951	31,825	39,615	40,380	40,380	41,012	43,061	43,423
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		28,480	34,583	45,924	37,796	39,592	34,797	36,790	31,517	32,185
Community and social services		3,441	2,116	1,128	8,855	9,159	4,364	9,537	7,982	8,455
Sport and recreation		300	69	148	-	-	-	-	-	-
Public safety		13,311	19,822	26,762	15,644	16,814	16,814	13,971	10,423	10,479
Housing		422	433	439	919	1,241	1,241	300	300	300
Health		11,007	12,153	17,446	12,378	12,378	12,378	12,982	12,813	12,952
<i>Economic and environmental services</i>		21,677	29,467	25,368	23,969	29,024	29,024	22,936	20,409	21,095
Planning and development		18,428	17,556	23,236	20,736	23,428	23,428	18,976	17,149	17,835
Road transport		3,249	11,911	2,132	3,233	5,596	5,596	3,960	3,260	3,260
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		3,616	1,167	510	1,648	-	-	920	1,472	1,525
Energy sources		19	-	-	-	-	-	-	-	-
Water management		3,597	1,167	510	1,648	-	-	920	1,472	1,525
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	4,298	5,528	-	2,276	3,070	3,070	4,147	4,846	4,914
Total Expenditure - Functional	3	117,058	131,916	127,626	140,354	147,216	142,421	132,547	125,715	129,998
Surplus/(Deficit) for the year		(7,639)	(4,105)	(13,959)	-	-	4,796	-	-	-

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

Functional Classification Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		1	1	1	1	1	1	1	1	1
Revenue - Functional										
<i>Municipal governance and administration</i>		102,845	117,284	105,508	107,062	106,957	106,957	110,608	106,698	110,515
Executive and council		7,329	8,242	1,069	362	1,162	1,162	613	337	345
Mayor and Council		7,329	8,242	1,069	362	1,162	1,162	613	337	345
Municipal Manager, Town Secretary and Chief Executive		-	-	-	-	-	-	-	-	-
Finance and administration		95,516	108,052	104,440	106,700	105,795	105,795	109,995	106,362	110,171
Administrative and Corporate Support		1,037	540	1,025	1,275	1,275	1,275	2,923	-	-
Asset Management		-	-	-	-	-	-	-	-	-
Budget and Treasury Office		93,128	105,933	102,670	102,875	102,490	102,490	105,142	104,407	108,166
Finance		-	-	-	-	-	-	-	-	-
Fleet Management		-	-	-	-	-	-	-	-	-
Human Resources		142	625	167	1,200	580	580	490	440	440
Information Technology		-	360	-	-	-	-	40	40	40
Legal Services		-	-	-	-	-	-	-	-	-
Marketing, Customer Relations, Publicity and Media Co-ordination		-	-	-	-	-	-	-	-	-
Property Services		1,208	1,395	578	1,350	1,450	1,450	1,400	1,450	1,500
Risk Management		-	-	-	-	-	-	-	-	-
Security Services		-	-	-	-	-	-	-	25	25
Supply Chain Management		-	-	-	-	-	-	-	-	-
Valuation Service		-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-
Governance Function		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		1,370	-	4,848	15,057	17,128	17,128	14,193	13,137	13,467
Community and social services		493	-	-	-	-	-	-	-	-
Libraries and Archives		493	-	-	-	-	-	-	-	-
Public safety		877	-	-	14,567	16,316	16,316	13,731	12,710	13,029
Fire Fighting and Protection		877	-	-	14,567	16,237	16,237	13,731	12,710	13,029
Licensing and Control of Animals		-	-	-	-	79	79	-	-	-
Housing		-	-	-	490	812	812	462	428	438
Housing		-	-	-	490	812	812	462	428	438
Informal Settlements		-	-	-	-	-	-	-	-	-
Health		-	-	4,848	-	-	-	-	-	-
Ambulance		-	-	4,848	-	-	-	-	-	-
Health Services		4,451	10,467	1,050	19,235	22,337	22,337	7,747	5,979	6,816
<i>Economic and environmental services</i>		1,563	994	1,000	15,000	17,714	17,714	4,507	3,507	3,507
Planning and development		963	994	-	15,000	16,655	16,655	4,507	3,507	3,507
Economic Development/Planning		-	-	-	-	-	-	-	-	-
Regional Planning and Development		1,000	-	1,000	1,000	1,659	1,659	-	-	-
Town Planning, Building Regulations and Enforcement, and City Engineer		-	-	-	-	-	-	-	-	-
Road transport		2,888	9,474	50	2,235	4,598	4,598	3,240	2,372	2,509
Roads		2,888	9,474	50	2,235	4,598	4,598	3,240	2,372	2,509
Texi Ranks		-	-	-	-	25	25	-	-	-
Environmental protection		-	-	-	-	25	25	-	-	-
Nature Conservation		753	50	2,261	-	-	-	-	-	-
Trading services		103	-	-	-	-	-	-	-	-
Energy sources		103	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Street Lighting and Signal Systems		-	-	-	-	-	-	-	-	-
Non-electric Energy		650	50	2,261	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Water Treatment		650	50	2,261	-	-	-	-	-	-
Water Distribution		-	-	-	-	-	-	-	-	-
Water Storage		-	-	-	-	-	-	-	-	-
Other		-	-	-	794	794	794	-	-	-
Tourism		-	-	-	-	794	794	-	-	-
Total Revenue - Functional	2	109,419	127,812	113,657	140,354	147,216	147,216	132,547	125,715	129,990
Expenditure - Functional										
<i>Municipal governance and administration</i>		58,987	61,171	55,825	74,665	75,530	75,530	67,754	67,470	70,278
Executive and council		27,105	28,220	24,000	35,050	35,150	35,150	26,742	24,410	26,856
Mayor and Council		18,605	28,220	24,000	17,003	18,003	18,003	15,880	15,746	16,563
Municipal Manager, Town Secretary and Chief Executive		8,500	-	-	17,147	17,147	17,147	10,761	8,664	10,292
Finance and administration		31,882	34,951	31,825	39,615	40,380	40,380	41,012	43,061	43,423
Administrative and Corporate Support		7,906	10,255	8,092	13,787	13,787	13,787	11,815	14,235	14,334
Asset Management		-	-	-	-	-	-	5,249	5,521	5,740
Budget and Treasury Office		18,928	16,869	18,485	16,356	16,356	16,356	11,260	9,028	9,372
Finance		-	-	-	-	-	-	-	-	-
Fleet Management		-	-	-	-	-	-	-	-	-
Human Resources		2,022	2,301	1,982	3,055	3,860	3,860	5,262	6,007	6,291
Information Technology		2,676	3,344	2,676	4,179	4,179	4,179	2,445	2,536	1,781
Legal Services		-	-	-	-	-	-	1,945	2,020	2,692
Marketing, Customer Relations, Publicity and Media Co-ordination		-	-	-	-	-	-	-	-	-
Property Services		290	2,181	991	2,218	2,218	2,218	1,120	1,280	1,280
Risk Management		-	-	-	-	-	-	1,000	1,559	1,580
Security Services		-	-	-	-	-	-	815	882	944
Supply Chain Management		-	-	-	-	-	-	-	-	-
Valuation Service		-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-
Governance Function		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		28,480	34,583	45,924	37,796	39,592	34,797	36,790	31,517	32,185
Community and social services		3,441	2,116	1,128	8,855	9,159	4,364	9,537	7,982	8,455
Disaster Management		-	-	-	8,855	9,159	4,364	9,537	7,982	8,455
Libraries and Archives		3,441	2,116	1,128	-	-	-	-	-	-
Sports and recreation		300	59	148	-	-	-	-	-	-
Sports Grounds and Stadiums		300	59	148	-	-	-	-	-	-
Public safety		13,311	19,822	26,762	15,644	16,814	16,814	13,971	10,423	10,479
Fire Fighting and Protection		13,311	19,822	26,762	15,644	16,814	16,814	13,971	10,423	10,479
Licensing and Control of Animals		-	-	-	-	-	-	-	-	-
Housing		422	433	439	919	1,241	1,241	300	300	300
Housing		422	433	439	919	1,241	1,241	300	300	300
Informal Settlements		-	-	-	-	-	-	-	-	-
Health		11,007	12,153	17,446	12,378	12,378	12,378	12,882	12,813	12,952
Ambulance		11,007	12,153	17,446	12,378	12,378	12,378	12,882	12,813	12,952
Health Services		21,677	29,467	25,365	23,969	29,024	29,024	22,936	20,409	21,095
<i>Economic and environmental services</i>		16,428	17,596	23,236	20,736	23,428	23,428	18,978	17,149	17,835
Planning and development		8,274	10,772	23,236	10,191	11,798	11,798	9,701	9,959	10,171
Economic Development/Planning		-	-	-	-	-	-	-	-	-
Regional Planning and Development		10,154	4,785	-	10,545	11,632	11,632	6,543	7,190	7,865
Town Planning, Building Regulations and Enforcement, and City Engineer		-	-	-	-	-	-	2,731	-	-
Project Management Unit		-	-	-	-	-	-	-	-	-
Provincial Planning		-	-	-	-	-	-	-	-	-
Support to Local Municipalities		-	-	-	-	-	-	-	-	-
Road transport		3,249	11,911	2,132	3,233	5,596	5,596	3,960	3,260	3,260
Roads		3,249	11,911	2,132	3,233	5,596	5,596	3,960	3,260	3,260
Texi Ranks		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		3,616	1,167	510	1,648	-	-	920	1,472	1,525
Energy sources		19	-	-	-	-	-	-	-	-
Electricity		19	-	-	-	-	-	-	-	-
Water management		3,597	1,167	510	1,648	-	-	920	1,472	1,525
Water Treatment		-	-	-	-	-	-	-	-	-
Water Distribution		3,597	1,167	510	1,648	-	-	920	1,472	1,525
Water Storage		-	-	-	-	-	-	-	-	-
Other		4,298	5,528	-	2,275	3,070	3,070	4,147	4,846	4,914
Tourism		4,298	5,528	-	2,275	3,070	3,070	4,147	4,846	4,914
Total Expenditure - Functional	3	117,809	131,916	127,628	140,354	147,216	142,421	132,547	125,715	128,998
Surplus/(Deficit) for the year		(7,639)	(4,105)	(13,971)	-	-	4,795	-	-	-

2010 Sarah Baartman - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

Description	Ref	Vote 1 -	Vote 2 -	Vote 3 -	Vote 4 - Health	Vote 5 -	Vote 6 -	Vote 7 - Public	Vote 8 - Sport	Vote 9 - Waste	Vote 10 -	Vote 11 - Water	Vote 12 -	Vote 13 -	Vote 14 -	Vote 15 -	Total
		Executive and Council	Finance and Corporate Services	Planning and Infrastructure Development		Community Services	Housing	Safety	and Recreation	Management	Roads	Electricity	Tourism	[NAME OF VOTE 14]	[NAME OF VOTE 15]		
Revenue By Source	1																
Property rates																	
Service charges - electricity revenue																	
Service charges - water revenue																	
Service charges - sanitation revenue																	
Service charges - refuse revenue																	
Service charges - other																	1,400
Rental of facilities and equipment			1,400														17,800
Interest earned - external investments			17,800														
Interest earned - outstanding debtors																	
Dividends received																	
Fines, penalties and forfeits																	
Licences and permits																	
Agency services		613	1,453				462	13,731			2,240						20,765
Transfers and subsidies			90,342														92,582
Gains on disposal of PPE																	
Total Revenue (excluding capital transfers and contribution)		613	110,995	4,507			462	13,731			2,240						132,547
Expenditure By Type																	
Employee related costs		18,620	15,723	8,384	1,722	5,783		746				703					53,156
Rent																	
Remuneration of councillors																	
Debt impairment																	
Depreciation & asset impairment																	
Finance charges																	
Bulk purchases																	
Other materials																	
Contracted services			4,240	5,500	10,500	3,754	300	8,925									29,165
Transfers and subsidies		8,824	20,841	4,596	760			4,300			3,260	920		2,672			50,226
Other expenditure																	
Loss on disposal of PPE																	
Total Expenditure		27,443	40,804	18,480	12,982	9,537	300	13,971			3,260	1,623		4,147			132,547
Surplus/(Deficit)		(26,831)	70,192	(13,974)	(12,982)	(9,537)	162	(240)			(1,020)	(1,623)		(4,147)			
Transfers and subsidies - capital (monetary allocations)																	
(National / Provincial and District)																	
Transfers and subsidies - capital (monetary allocations)																	
(National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)																	
Transfers and subsidies - capital (in-kind - all)																	
Surplus/(Deficit) after capital transfers & contributions		(26,831)	70,192	(13,974)	(12,982)	(9,537)	162	(240)			(1,020)	(1,623)		(4,147)			

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	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Revenue by Vote	1									
Vote 1 - Executive and Council		7,329	8,242	1,089	43,875	44,675	44,675	613	15,013	16,602
Vote 2 - Finance and Corporate Services		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		-	-	-	919	1,241	1,241	462	428	438
Vote 7 - Public Safety		877	-	-	24,498	26,248	26,248	13,731	12,710	13,029
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-
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 - Electricity		103	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	2,276	3,070	3,070	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
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		300	59	148	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
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 - Electricity		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 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote										
Vote 1 - Executive and Council	1	7,329	8,242	1,089	43,875	44,675	44,675	613	15,013	16,602
1,1 - Council's expenses		6,455	6,890	779	5,058	5,858	5,858	613	315	323
1,2 - Office of the speaker		-	-	-	2,089	2,089	2,089	-	-	-
1,3 - Office of the municipal manager		-	-	-	9,253	9,253	9,253	-	-	-
1,4 - Capacity building		874	461	-	2,644	2,644	2,644	-	-	-
1,5 - Performance management		-	-	-	909	909	909	-	-	-
1,6 - Mayoral committee		-	-	-	6,237	6,237	6,237	-	-	-
1,7 - Management - Finance and Corporate Services		-	-	-	2,183	2,183	2,183	-	-	-
1,8 - Management - Economic Development		-	-	-	7,221	7,221	7,221	-	13,088	13,418
1,9 - Management - Planning and Infr Development		-	-	-	1,604	1,604	1,604	-	-	-
1,10 - Other		-	891	289	6,679	6,679	6,679	-	1,610	2,863
Vote 2 - Finance and Corporate Services		95,516	109,052	104,440	38,984	38,079	38,079	110,995	93,095	95,432
2,1 - Financial Accounting Division		-	14	-	6,713	6,713	6,713	-	-	-
2,2 - Revenue Collection		92,103	105,413	92,100	810	810	810	106,142	89,715	91,966
2,3 - Payroll Administration		-	46	42	870	870	870	50	44	45
2,4 - Information Technology		-	360	-	4,179	4,179	4,179	40	-	-
2,5 - Pensioners Expenditure - Roadworks		-	-	4,574	-	-	-	-	-	-
2,6 - Security and Cleaning		-	-	-	2,232	2,232	2,232	-	-	-
2,7 - Finance Management and Support		1,025	520	1,025	1,525	1,525	1,525	720	-	-
2,8 - Public Relations		-	-	-	1,536	1,536	1,536	-	-	-
2,9 - People Management		167	325	167	2,281	2,281	2,281	440	175	179
2,10 - Other		2,221	2,376	6,532	18,838	17,933	17,933	3,603	3,163	3,242
Vote 3 - Planning and Infrastructure Development		1,563	994	1,000	12,543	14,257	14,257	4,507	873	894
3,1 - GIS Specialist		-	-	-	526	526	526	-	-	-
3,2 - HOD - Planning Unit		-	-	-	-	-	-	-	-	-
3,3 - Project Management		-	-	970	5,991	5,991	5,991	1,000	873	894
3,4 - Local Economic Development		1,563	994	30	2,306	2,306	2,306	3,507	-	-
3,5 - Planning Unit		-	-	-	2,424	4,138	4,138	-	-	-
3,6 - Trade and Investment		-	-	-	664	664	664	-	-	-
3,7 - Planning and Intra - Admin Support		-	-	-	632	632	632	-	-	-
Vote 4 - Health		-	-	4,848	12,378	12,403	12,403	-	-	-
4,2 - Environmental Health		-	-	4,848	11,558	11,583	11,583	-	-	-
4,3 - Environmental Health Management		-	-	-	820	820	820	-	-	-
4,4 - Clinics		-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		493	-	-	-	-	-	-	-	-
5,2 - Libraries		493	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	919	1,241	1,241	462	428	438
6,1 - Housing Coordinator		-	-	-	919	1,241	1,241	462	428	438
6,2 - Housing Rielbron		-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		877	-	-	24,498	26,248	26,248	13,731	12,710	13,029
7,1 - Disaster Management		-	-	-	8,855	8,855	8,855	-	-	-
7,2 - Fire Services		877	-	-	15,644	17,393	17,393	13,731	12,710	13,029
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-
8,1 - Sport grounds		-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	50	-	-	-	-	-	-
9,3 - Waste Water		-	-	50	-	-	-	-	-	-
Vote 10 - Roads		2,888	9,474	2,261	3,233	5,596	5,596	2,240	1,950	1,999
10,1 - Roads and Transport		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
11,1 - Water Services Authority		650	50	-	1,648	1,648	1,648	-	1,646	1,603
Vote 12 - Electricity		103	-	-	-	-	-	-	-	-
12,1 - Electricity - Other		103	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	2,276	3,070	3,070	-	-	-
13,1 - Tourism, Promotion and Development		-	-	-	2,276	3,070	3,070	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	109,419	127,812	113,667	140,354	147,216	147,216	132,547	125,715	129,998

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

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Expenditure by Vote										
Vote 1 - Executive and Council	1	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	1,093
1,5 - Performance management		687	716	744	909	909	909	845	901	960
1,6 - Mayoral committees		5,767	5,969	6,979	6,237	6,237	6,237	6,652	8,725	9,137
1,7 - Management - Finance and Corporate Services		1,797	1,268	1,342	2,183	2,183	2,183	1,870	1,869	1,974
1,8 - Management - Economic Development		6,916	3,135	1,948	7,221	7,221	7,221	2,018	2,159	2,304
1,9 - Management - Planning and Infr Development		1,452	1,543	824	1,604	1,604	1,604	1,664	1,660	1,770
1,10 - Other		3,661	5,482	994	6,679	6,679	6,679	3,875	3,234	4,595
Vote 2 - Finance and Corporate Services		30,084	33,682	31,825	38,984	38,079	38,079	38,934	41,193	41,448
2,1 - Financial Accounting Division		8,092	8,159	7,725	6,713	6,713	6,713	7,083	5,712	5,843
2,2 - Revenue Collection		1,095	1,218	1,574	810	810	810	827	884	945
2,3 - Payroll Administration		724	750	769	870	870	870	901	955	1,032
2,4 - Information Technology		2,676	3,344	3,811	4,179	4,179	4,179	2,445	2,536	1,781
2,5 - Pensioners Expenditure - Roadworks		3,188	-	4,203	-	-	-	4,500	-	-
2,6 - Security and Cleaning		1,467	1,509	1,594	2,232	2,232	2,232	1,520	1,550	1,580
2,7 - Finance Management and Support		807	1,437	584	1,525	1,525	1,525	1,676	729	779
2,8 - Public Relations		1,628	2,173	1,722	1,536	1,536	1,536	1,378	1,455	1,543
2,9 - People Management		1,982	1,891	1,505	2,281	2,281	2,281	2,860	2,984	3,114
2,10 - Other		8,125	13,202	8,329	18,838	17,933	17,933	15,743	24,379	24,831
Vote 3 - Planning and Infrastructure Development		10,060	12,878	23,235	12,543	14,257	14,257	14,598	13,329	13,762
3,1 - GIS Specialist		318	151	582	526	526	526	180	190	200
3,2 - HOD - Planning Unit		26	27	9	-	-	-	-	-	-
3,3 - Project Management		6,847	1,279	7,112	5,991	5,991	5,991	4,211	2,336	2,492
3,4 - Local Economic Development		1,358	9,637	13,938	2,306	2,306	2,306	7,737	7,800	7,667
3,5 - Planning Unit		1,511	1,785	1,594	2,424	4,138	4,138	2,469	2,211	2,363
3,6 - Trade and Investment		-	-	-	664	664	664	-	-	-
3,7 - Planning and Infra - Admin Support		-	-	-	632	632	632	-	792	840
Vote 4 - Health		11,007	12,153	17,446	12,378	12,403	12,403	12,982	12,813	12,952
4,2 - Environmental Health		10,373	11,467	16,721	11,558	11,583	11,583	12,056	11,826	11,901
4,3 - Environmental Health Management		634	685	726	820	820	820	927	987	1,051
Vote 5 - Community Services		3,441	2,116	1,128	-	-	-	-	-	-
5,2 - Libraries		3,441	2,116	1,128	-	-	-	-	-	-
Vote 6 - Housing		422	433	439	919	1,241	1,241	300	300	300
6,1 - Housing Coordinator		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	24,452	23,507	18,404	18,933
7,1 - Disaster Management		6,082	8,761	8,865	8,855	8,855	4,059	9,537	7,982	8,455
7,2 - Fire Services		7,229	11,061	17,896	15,644	17,393	17,393	13,971	10,423	10,479
Vote 8 - Sport and Recreation		300	59	148	-	-	-	-	-	-
8,1 - Sport grounds		300	59	148	-	-	-	-	-	-
Vote 10 - Roads		3,249	11,911	2,132	3,233	5,596	5,596	3,260	3,259	3,260
10,1 - Roads and Transport		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
11,1 - Water Services Authority		3,597	1,167	510	1,648	1,648	1,648	1,623	1,472	1,525
11,2 - Water - Rietbron		-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		19	-	-	-	-	-	-	-	-
12,1 - Electricity - Other		19	-	-	-	-	-	-	-	-
Vote 13 - Tourism		4,298	5,528	-	2,276	3,070	3,070	4,147	4,845	4,914
13,1 - Tourism, Promotion and Development		4,298	5,528	-	2,276	3,070	3,070	4,147	4,845	4,914
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	-	-	-

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.
2. Transfers recognised – operating; includes the local government equitable share and other operating grants from national and provincial government.

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		1,209	1,395	1,367	1,350	1,350	1,350	1,350	1,400	1,450	1,500
Interest earned - external investments		17,262	18,055	18,569	18,000	18,000	18,000	18,000	17,800	16,000	15,000
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-	-
Agency services		42	46	50	50	50	50	50	50	50	50
Transfers and subsidies		89,384	95,432	86,525	89,310	89,310	89,310	89,310	92,582	94,433	98,375
Other revenue	2	1,523	12,884	7,156	31,644	38,506	38,506	38,506	20,715	13,782	15,073
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		109,419	127,812	113,667	140,354	147,216	147,216	147,216	132,547	125,715	129,998
Expenditure By Type											
Employee related costs	2	34,843	38,545	34,593	47,957	47,957	43,161	43,161	44,976	48,125	51,493
Remuneration of councillors		6,407	6,636	6,569	7,644	7,644	7,644	7,644	8,180	8,753	9,365
Debt impairment	3	293	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	2	1,462	1,731	1,582	2,109	2,109	2,109	2,109	1,700	1,792	1,881
Finance charges		-	-	-	-	-	-	-	-	-	-
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8	-	-	-	-	-	-	-	-	-	-
Contracted services		3,234	2,863	-	2,200	2,200	2,200	2,200	2,300	2,360	2,420
Transfers and subsidies		22,468	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,165
Other expenditure	4, 5	47,747	54,104	56,437	52,459	59,321	59,321	59,321	46,226	35,521	35,673
Loss on disposal of PPE		584	230	-	-	-	-	-	-	-	-
Total Expenditure		117,058	131,916	127,626	140,354	147,215	142,419	142,419	132,547	125,715	129,998
Surplus/(Deficit)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		(7,639)	(4,105)	(13,959)	-	0	4,796	4,796	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(7,639)	(4,105)	(13,959)	-	0	4,796	4,796	-	-	-
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(7,639)	(4,105)	(13,959)	-	0	4,796	4,796	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(7,639)	(4,105)	(13,959)	-	0	4,796	4,796	-	-	-
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(7,639)	(4,105)	(13,959)	-	0	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

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure, to be appropriated	2										
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure Development		-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure, to be appropriated	2										
Vote 1 - Executive and Council		-	293	1,934	30	35	35	35	75	75	75
Vote 2 - Finance and Corporate Services		1,058	257	4,157	906	2,460	2,460	2,460	1,614	1,000	900
Vote 3 - Planning and Infrastructure Development		-	128	22	17	-	-	-	19	19	19
Vote 4 - Health		-	726	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	59	800	800	800	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	39	39	39
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		1,058	1,403	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Total Capital Expenditure - Vote		1,058	1,403	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Capital Expenditure - Functional											
Governance and administration		1,058	550	6,088	936	2,495	2,495	2,495	1,690	1,075	975
Executive and council		-	293	1,539	30	35	35	35	75	75	75
Finance and administration		1,058	257	4,550	906	2,460	2,460	2,460	1,615	1,000	900
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	59	800	800	800	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	59	800	800	800	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	25	17	-	-	-	19	19	19
Planning and development		-	-	25	17	-	-	-	19	19	19
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	39	39	39
Total Capital Expenditure - Functional	3	1,058	550	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Funded by:											
National Government		-	-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		1,058	550	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Total Capital Funding	7	1,058	550	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032

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

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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
R thousand	1										
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure Development		-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Capital expenditure - Municipal Vote											
Single-year expenditure appropriation	2										
Vote 1 - Executive and Council		-	293	1,934	30	35	35	35	75	75	75
1,1 - Council's expenses		-	42	1,496	20	35	35	35	75	75	75
1,2 - Office of the speaker		-	-	-	-	-	-	-	-	-	-
1,3 - Office of the municipal manager		-	8	-	10	-	-	-	-	-	-
1,4 - Capacity building		-	12	12	-	-	-	-	-	-	-
1,5 - Performance management		-	4	-	-	-	-	-	-	-	-
1,6 - Mayoral committees		-	-	-	-	-	-	-	-	-	-
1,7 - Management - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
1,8 - Management - Economic Development		-	192	-	-	-	-	-	-	-	-
1,9 - Management - Planning and Infr Development		-	28	21	-	-	-	-	-	-	-
1,10 - Other		-	8	404	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		1,058	257	4,157	906	2,460	2,460	2,460	1,614	1,000	900
2,1 - Financial Accounting Division		-	-	-	-	-	-	-	1,614	1,000	900
2,2 - Revenue Collection		-	-	-	-	-	-	-	-	-	-
2,3 - Payroll Administration		-	3	-	-	-	-	-	-	-	-
2,4 - Information Technology		118	200	1,734	200	-	-	-	-	-	-
2,5 - Pensioners Expenditure - Roadworks		-	-	-	-	-	-	-	-	-	-
2,6 - Security and Cleaning		-	-	-	-	-	-	-	-	-	-
2,7 - Finance Management and Support		-	-	-	-	-	-	-	-	-	-
2,8 - Public Relations		-	4	-	-	-	-	-	-	-	-
2,9 - People Management		278	50	37	22	-	-	-	-	-	-
2,10 - Other		662	-	2,386	685	2,460	2,460	2,460	-	-	-
Vote 3 - Planning and Infrastructure Development		-	128	22	17	-	-	-	19	19	19
3,1 - GIS Specialist		-	-	-	-	-	-	-	-	-	-
3,2 - HOD - Planning Unit		-	-	-	-	-	-	-	-	-	-
3,3 - Project Management		-	12	-	-	-	-	-	-	-	-
3,4 - Local Economic Development		-	8	22	-	-	-	-	-	-	-
3,5 - Planning Unit		-	108	-	17	-	-	-	19	19	19
3,6 - Trade and Investment		-	-	-	-	-	-	-	-	-	-
3,7 - Planning and Infra - Admin Support		-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	726	-	-	-	-	-	-	-	-
4,1 - Primary Health Care		-	-	-	-	-	-	-	-	-	-
4,2 - Environmental Health		-	726	-	-	-	-	-	-	-	-
4,3 - Environmental Health Management		-	-	-	-	-	-	-	-	-	-
4,4 - Clinics		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	59	800	800	800	-	-	-
7,1 - Disaster Management		-	-	-	59	800	800	800	-	-	-
7,2 - Fire Services		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	39	39	39
13,1 - Tourism, Promotion and Development		-	-	-	-	-	-	-	39	39	39
Capital single-year expenditure sub-total		1,058	1,403	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032
Total Capital Expenditure		1,058	1,403	6,113	1,012	3,295	3,295	3,295	1,747	1,132	1,032

Explanatory notes to Table A6 - Budgeted Financial Position

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

DC10 Sarah Baartman - Table A6 Consolidated Budgeted Financial Position

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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	254,985	233,205	218,000	177,650	156,000	156,000	156,000	207,650	207,650	207,650
Consumer debtors	1	2,675	5,071	1,718	-	1,718	1,718	1,718	4,203	4,203	4,203
Other debtors		1,119	2,649	7,206	-	-	-	-	-	-	-
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		25,963	25,963	12,643	-	-	-	-	12,643	12,643	12,643
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	24,981	24,183	17,861	-	17,059	17,059	17,059	15,622	18,413	21,204
Agricultural		-	-	-	-	-	-	-	-	-	-
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		87	87	1,517	-	-	-	-	1,517	1,517	1,517
Other non-current assets		35,028	35,028	16,213	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
Borrowing	4	3,897	3,849	490	-	-	-	-	-	-	-
Consumer deposits		-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	1,058	1,058	1,058
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	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											
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	-	-	-	-	-	-	-	-
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

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

DC10 Sarah Baartman - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	-	-	-	-	-	-	-
Service charges		-	-	-	-	-	-	-	-	-	-
Other revenue		1,751	6,671	1,669	33,044	33,044	33,044	33,044	27,215	13,672	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	-	-	-	-	-	-	-	-	-	-
Interest		16,900	18,277	18,589	18,000	18,000	18,000	18,000	17,000	16,000	15,000
Dividends		-	-	-	-	-	-	-	-	-	-
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		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											
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)	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
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)	(1,747)	(1,132)	(1,032)
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	106,041	103,758	103,758	103,758	103,971	104,631	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 Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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											
Cash/cash equivalents at the year end	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		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	1,068	1,068	1,068
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		35,410	21,836	32,998	-	23,577	23,577	23,577	27,907	29,308	29,589
Surplus(shortfall)		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

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

DC10 Sarah Baartman - Table A9 Consolidated Asset Management

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	1,058	1,325	6,113	1,012	4,307	4,307	1,747	1,132	1,032
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	2,784	500	1,120	1,120	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	2,784	500	1,120	1,120	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		189	166	1,895	211	1,802	1,802	104	104	104
Furniture and Office Equipment		255	156	168	301	335	335	623	623	623
Machinery and Equipment		182	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	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-

Total Upgrading of Existing Assets	6	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	2,784	500	1,120	1,120	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	2,784	500	1,120	1,120	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		189	166	1,895	211	1,802	1,802	104	104	104
Furniture and Office Equipment		255	156	168	301	335	335	623	623	623
Machinery and Equipment		182	123	-	-	-	-	-	-	-
Transport Assets		432	880	1,266	-	1,050	1,050	1,020	405	305
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		1,058	1,325	6,113	1,012	4,307	4,307	1,747	1,132	1,032

ASSET REGISTER SUMMARY - PPE (WDV)	5									
<i>Roads Infrastructure</i>										
<i>Storm water Infrastructure</i>										
<i>Electrical Infrastructure</i>										
<i>Water Supply Infrastructure</i>										
<i>Sanitation Infrastructure</i>										
<i>Solid Waste Infrastructure</i>										
<i>Rail Infrastructure</i>										
<i>Coastal Infrastructure</i>										
<i>Information and Communication Infrastructure</i>										
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities										
Sport and Recreation Facilities										
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets										
Revenue Generating										
Non-revenue Generating		-	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		39,624	12,643	12,643	12,643	12,643	12,643	12,643	12,643	12,643
Housing										
Other Assets		39,624	12,643	12,643	12,643	12,643	12,643	12,643	12,643	12,643
Biological or Cultivated Assets										
Servitudes										
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	4,811	4,915	5,019	5,019
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										
Zoo's, Marine and Non-biological Animals										
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
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
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		117	118	296	-	-	-	500	530	560
Housing		-	-	-	-	-	-	-	-	-
Other Assets		117	118	296	-	-	-	500	530	560
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		157	138	72	91	91	91	100	110	120
Furniture and Office Equipment		46	50	2	20	20	20	30	40	50
Machinery and Equipment		155	321	415	520	520	520	370	380	390
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		1,937	2,358	2,341	2,472	2,472	2,472	2,700	2,852	3,001

Explanatory notes to Table A10 - Basic Service Delivery Measurement

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

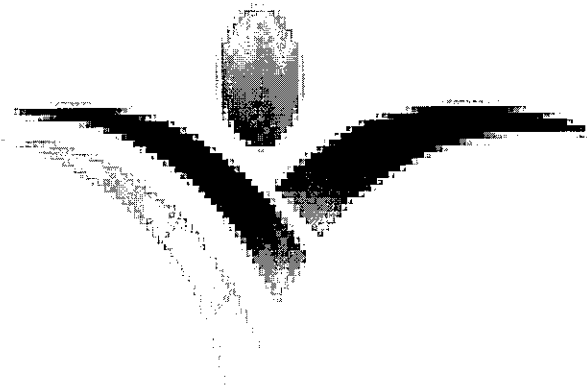
DC10 Sarah Baartman - Table A10 Consolidated basic service delivery measurement

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided		-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)		-	-	-	-	-	-	-	-	-
Water (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (average litres per week)		-	-	-	-	-	-	-	-	-
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (Impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and Impermissible values in excess of section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies	6	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided		-	-	-	-	-	-	-	-	-

PART 2

SUPPORTING DOCUMENTATION

CHAPTER 5



Overview Of The Annual Budget Process

CHAPTER 5

Overview of the annual budget process

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

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

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

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

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 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 | 1 st Budget Steering Committee meeting |
| ○ 06/03/2018 | Mayoral Committee where draft budget presented and adopted |
| ○ 28/03/2018 | Council to approve draft budget |
| ○ 01/04/2018 | Public participation process |
| ○ 04/05/2018 | Public participation ends |
| ○ 07/05/2018 | 2 nd Budget Steering Committee meeting |
| ○ 09/05/2018 | Mayoral Committee where draft budget presented and adopted |
| ○ 23/05/2018 | Council to approve final budget |
| ○ 01/06/2018 | Submit draft budget to National and Provincial Treasury |

IDP and Service Delivery and Budget Implementation Plan

The SBDM IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the 5-year IDP included the following key processes and deliverables:

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

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

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

Financial Modelling and Key Planning Drivers

As part of the compilation of the 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
- 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.

CHAPTER 6



Overview Of Alignment Of The Annual Budget With The IDP

CHAPTER 6

Overview of alignment of annual budget with IDP

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

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

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

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

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

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

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

Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
R thousand													
INFRASTRUCTURE INVESTMENT				7,107	10,518	3,261	4,725	7,244	7,244	2,240	3,596	3,602	
CAPACITY BUILDING AND SUPPORT TO LMS				100,912	117,294	105,509	115,062	82,754	82,754	111,608	108,109	112,034	
ECONOMIC DEVELOPMENT				30	-	50	6,000	17,327	17,327	4,507	873	894	
COMMUNITY AND SOCIAL SERVICES				1,370	-	4,848	14,567	39,892	39,892	14,193	13,138	13,487	
INSTITUTIONAL DEVELOPMENT													
Allocations to other priorities			2										
Total Revenue (excluding capital transfers and contributions)				1	109,419	127,812	113,668	140,354	147,217	147,217	132,548	125,716	129,997

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

Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
R thousand													
INFRASTRUCTURE INVESTMENT				20,864	20,479	2,642	4,881	7,244	7,244	4,883	4,731	4,785	
CAPACITY BUILDING AND SUPPORT TO LMS				58,121	62,551	55,825	82,859	82,754	82,754	72,130	71,291	74,352	
ECONOMIC DEVELOPMENT				9,691	11,947	23,235	14,819	17,327	17,327	18,745	18,175	18,676	
COMMUNITY AND SOCIAL SERVICES				28,381	36,939	45,923	37,795	39,892	35,096	36,789	31,517	32,185	
INSTITUTIONAL DEVELOPMENT													
Allocations to other priorities													
Total Expenditure				1	117,057	131,916	127,625	140,354	147,217	142,421	132,547	125,714	129,998

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

Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand												
Not linked to IDP strategic objectives due to the nature of the entity - no infrastructure assets		A		1,058	1,403	6,113	1,012	3,295	3,295	1,747	1,132	1,032
		B										
		C										
		D										
		E										
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	1,058	1,403	6,113	1,012	3,295	3,295	1,747	1,132	1,032

DC10 Sarah Baartman - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Vote 1 - vote name										
Function 1 - (name)	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Vote 2 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Vote 3 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
And so on for the rest of the Votes										

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

DC10 Sarah Baartman - Entities measureable performance objectives

Description	Unit of measurement	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
Insert measure/s description										
Entity 3 - (name of entity)										
Insert measure/s description										
And so on for the rest of the Entities										

CHAPTER 7



Measurable Performance Objectives & Indicators

CHAPTER 7

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

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

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

DC10 Sarah Baartman - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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
Borrowing Management											
Credit Rating					0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	42.6%	-24.3%	-10.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	249.2%	-98.8%	-51.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	6.1	8.0	5.7	-	10.0	10.2	10.2	7.7	7.6	7.5
Current Ratio adjusted for aged debtors	Current assets less debtors > 60 days/current liabilities	6.1	8.0	5.7	-	10.0	10.2	10.2	7.7	7.6	7.5
Liquidity Ratio	Monetary Assets/Current Liabilities	6.0	7.8	5.5	-	10.0	10.1	10.1	7.6	7.5	7.4
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	3.6%	6.2%	8.1%	0.0%	1.2%	1.2%	1.2%	3.2%	3.3%	3.2%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))										
Creditors to Cash and Investments		34.4%	26.0%	33.1%	0.0%	24.1%	24.1%	24.1%	30.8%	30.6%	30.3%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kWh)										
	Total Cost of Losses (Rand '000)										
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Total Volume Losses (kL)										
Employee costs	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	31.8%	30.2%	30.4%	34.2%	32.6%	29.3%	29.3%	33.9%	38.3%	39.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	39.6%	33.9%	42.3%	42.6%	40.6%	39.7%		44.5%	50.5%	17.2%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.4%	0.5%	0.7%	0.4%	0.4%	0.4%		0.8%	0.8%	0.9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.3%	1.4%	1.4%	1.5%	1.4%	1.4%	1.4%	1.3%	1.4%	1.4%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	(1.5)	6.9	1.5	2.8	2.8	2.8	3.4	2.5	2.1	2.1
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	313.9%	553.5%	652.7%	0.0%	127.3%	127.3%	127.3%	300.2%	289.9%	280.2%
iii. Cost coverage	(Available cash + investments)/monthly fixed operational expenditure	27.7	9.1	11.9	11.9	11.4	11.9	11.9	12.1	12.2	11.5

CHAPTER 8



Overview Of Budget- Related Policies

CHAPTER 8

OVERVIEW OF BUDGET-RELATED POLICIES

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

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

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

The following amendments to the policies were made:

Supply Chain Management Policy

CURRENT

Part 4: Other matters

46. Prohibition on awards to persons whose tax matters are not in order
- (3) 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 presumed to be in order. (DELETED)

REVISED

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

- (3) *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 Number or tax compliance status PIN to enable the municipality to verify the bidder's tax compliance status.*
- (4) *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*

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.

- (5) *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 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.*
- (6) *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).*

CURRENT

23. Public invitation for competitive bids

- (1) The procedure for the invitation of competitive bids is as follows:
 - (a) 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 municipality and in any other appropriate manner (which may include an advertisement on the ETender Portal); and

REVISED

- (a) *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 municipality and in any other appropriate manner (which includes an advertisement on the ETender Portal); and*

CURRENT

24. Procedure for handling, opening and recording of bids

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

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

REVISED

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

CURRENT

55. Contract Management – issue of variation orders

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

REVISED

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

Virement Policy

CURRENT

1. Definitions

13. "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 of the municipality; and which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.

REVISED

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

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)

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

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

3.1 Cash Collection

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

3.1 Cash Collection

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

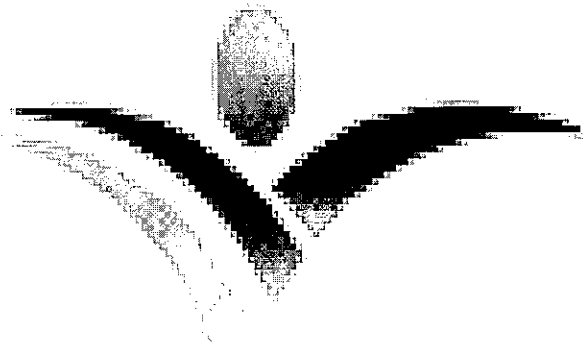
Monthly / two monthly VAT201 returns should be completed and submitted to SARS on / before the 25th day of the month following on the month in which a VAT period ends.

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.

CHAPTER 9



Overview Of Budget Assumptions

CHAPTER 9

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.
- 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 Indicator	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Demographics					
Population (Census 2011)					
Economic					
Inflation / inflation outlook (CPIX)	5,4	5,8	6,0	6,4	5,2
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A
Interest rate – investment	6.5	6.5	7,0	7,0	7,5
Remuneration increases	6.8	6.0	7,0	7,0	7,1
Collection Rates					
Property tax / services charges	n/a	n/a	n/a	n/a	n/a
Rental of facilities & equipment	97%	98%	99%	100%	97%
Interest – external investments	100%	100%	100%	100%	100%
Interest – debtors	97%	98%	99%	100%	100%
Revenue from agency services	100%	100%	100%	100%	100%

CHAPTER 10



Overview of Budget Funding

CHAPTER 10

OVERVIEW OF BUDGET FUNDING

Review of past performance

Operating expenditure

The overall financial performance results for the 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 lobby for funds from other sources unless it demonstrates that it:

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

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

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

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

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

2.2 Main Sources of Revenue

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to 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.

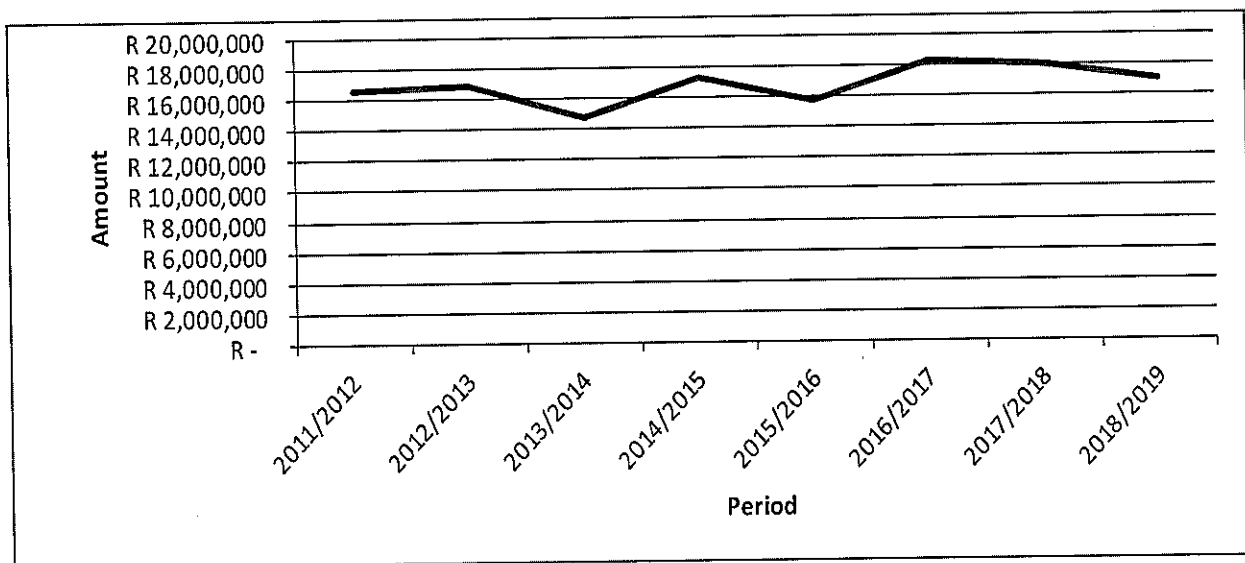
Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

- 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:

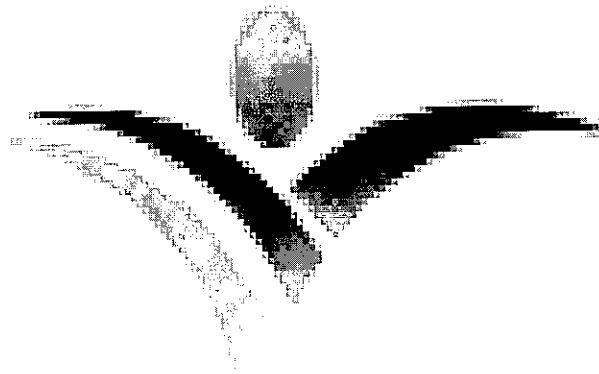
- The projected electricity and fuel levy increases;
- The deteriorated economic outlook; and
- The impact of inflation and other cost increases.

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

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

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

CHAPTER 11



Expenditure On Allocations And Grant Programme

DC10 Sarah Baartman - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		85,538	86,282	86,525	89,310	89,310	89,310	92,582	96,159	100,281
Local Government Equitable Share		22,501	21,827	22,641	22,641	22,641	22,641	24,262	26,623	29,025
RSC Levy Replacement		57,507	58,932	59,373	62,184	62,184	62,184	64,080	65,964	67,747
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000	1,000
Municipal Systems Improvement		934	940	-	-	-	-	-	-	-
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:		3,846	9,150	-	-	-	-	-	-	-
Pensioners		3,846	4,983	-	-	-	-	-	-	-
Other grants		-	4,167	-	-	-	-	-	-	-
District Municipality:		-	-	-	1,000	1,000	1,000	-	-	-
Local Municipality		-	-	-	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	100,281
Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Local Municipality		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		89,384	95,432	86,525	90,310	90,310	90,310	92,582	96,159	100,281

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		85,538	86,282	86,525	89,310	89,310	89,310	92,582	96,159	100,281
Local Government Equitable Share		22,501	21,827	22,641	22,641	22,641	22,641	24,262	26,823	29,025
RSC Levy Replacement		57,507	58,932	59,373	62,184	62,184	62,184	64,080	65,964	67,747
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000	1,000
Municipal Systems Improvement		934	940							
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:		-	-	-	-	-	-	-	-	-
Other grants										
District Municipality:		-	-	-	1,000	1,000	1,000	-	-	-
Local Municipality		-	-	-	1,000	1,000	1,000	-	-	-
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	100,281
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
Local Municipality		-	-	-	-	-	-	-	-	-
Other grant providers: [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	96,159	100,281

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts		85,538	86,282	86,525	89,310	89,310	89,310	92,582	96,159	100,281
Conditions met - transferred to revenue		85,538	86,282	86,525	89,310	89,310	89,310	92,582	96,159	100,281
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year		1,235								
Current year receipts		598	9,150							
Conditions met - transferred to revenue		1,833	9,150	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year		3,114								
Current year receipts					1,000	1,000	1,000			
Conditions met - transferred to revenue		1,557	-	-	1,000	1,000	1,000	-	-	-
Conditions still to be met - transferred to liabilities		1,557								
Other grant providers:										
Balance unspent at beginning of the year		456								
Current year receipts										
Conditions met - transferred to revenue		456	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total operating transfers and grants revenue		89,384	95,432	86,525	90,310	90,310	90,310	92,582	96,159	100,281
Total operating transfers and grants - CTBM	2	1,557	-	-	-	-	-	-	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total capital transfers and grants revenue		-	-	-	-	-	-	-	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		89,384	95,432	86,525	90,310	90,310	90,310	92,582	96,159	100,281
TOTAL TRANSFERS AND GRANTS - CTBM		1,557	-	-	-	-	-	-	-	-

CHAPTER 12

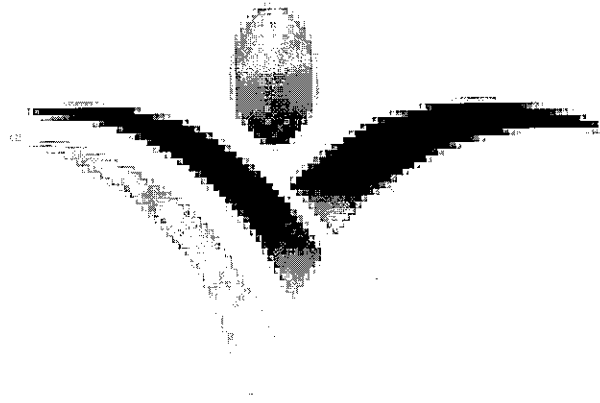


Allocation And Grants Made By The Municipality

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		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											
<i>Environmental Health Subsidy</i>	1	9,020	9,500	10,093	10,000	10,000	10,000	10,000	10,500	10,500	10,500
<i>Fire Services</i>		2,125	4,732	10,000	8,500	8,500	8,500	8,500	8,925	8,925	8,925
Total Cash Transfers To Municipalities:		11,145	14,232	20,093	18,500	18,500	18,500	18,500	19,425	19,425	19,425
Cash Transfers to Entities/Other External Mechanisms											
<i>Environmental Health Subsidy</i>	2										
<i>Development Agency</i>		4,000	1,000	4,500	5,000	5,000	5,000	5,000	5,500	5,500	5,500
<i>Grant operating expenditure</i>		7,343	12,575	3,862	4,485	4,485	4,485	4,485	4,240	4,240	4,240
Total Cash Transfers To Entities/Ems'		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											
<i>Environmental Health Subsidy</i>	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
<i>Environmental Health Subsidy</i>											
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
<i>Environmental Health Subsidy</i>											
Total Cash Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,165
Non-Cash Transfers to other municipalities											
<i>Insert description</i>	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
<i>Environmental Health Subsidy</i>	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
<i>Environmental Health Subsidy</i>	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
<i>Environmental Health Subsidy</i>	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
<i>Environmental Health Subsidy</i>	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	22,488	27,807	28,456	27,985	27,985	27,985	27,985	29,165	29,165	29,165

CHAPTER 13



Councillor and Board Members Allowances and Employee Benefits

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

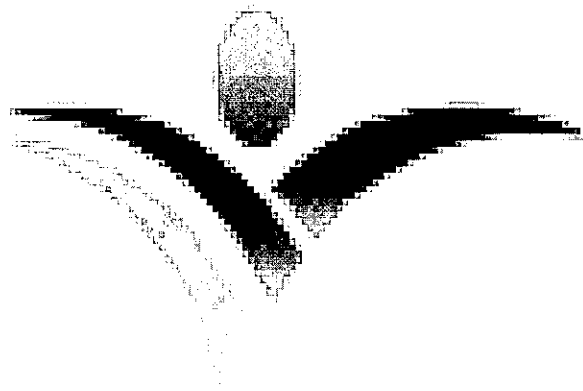
Summary of Employee and Councillor remuneration	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand		A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)	1									
Basic Salaries and Wages		4,158	4,363	4,338	4,748	4,748	4,748	5,012	5,363	5,738
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
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	561
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		618	619	454	1,063	1,063	1,063	130	139	149
Sub Total - Councillors		6,407	6,607	6,376	7,644	7,644	7,644	8,180	8,753	9,365
% Increase	4		3.1%	(3.5%)	19.9%	-	-	7.0%	7.0%	7.0%
Senior Managers of the Municipality	2									
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	-	-	-
Medical Aid Contributions		60	61	53	62	62	62	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		164	325	64	310	310	310	281	301	322
Motor Vehicle Allowance		564	564	324	516	516	516	648	694	742
Cellphone Allowance	3	25	25	27	37	37	37	25	27	29
Housing Allowances	3	6	7	9	10	10	10	-	-	-
Other benefits and allowances	3	148	153	113	159	159	159	72	77	83
Payments in lieu of leave		-	-	2	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		5,974	6,495	4,258	6,435	6,435	6,435	5,168	5,530	5,917
% increase	4		8.7%	(34.4%)	51.1%	-	-	(19.7%)	7.0%	7.0%
Other Municipal Staff										
Basic Salaries and Wages		19,040	16,768	23,777	28,930	28,930	28,930	31,540	33,747	-
Pension and UIF Contributions		1,791	1,431	1,547	2,116	2,116	2,116	2,850	3,050	-
Medical Aid Contributions		4,631	6,681	4,778	5,361	5,361	5,361	932	997	-
Overtime		321	-	247	-	-	-	-	-	-
Performance Bonus		575	640	1,053	980	980	980	1,774	1,898	-
Motor Vehicle Allowance		958	940	1,340	1,050	1,050	1,050	1,533	1,641	-
Cellphone Allowance	3	135	135	132	144	144	144	153	164	-
Housing Allowances	3	105	117	204	214	214	214	246	263	-
Other benefits and allowances	3	1,191	613	803	1,950	1,950	1,950	780	835	-
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff		28,747	27,325	33,881	40,745	40,745	40,745	39,808	42,594	-
% increase	4		(4.9%)	24.0%	20.3%	-	-	(2.3%)	7.0%	(100.0%)
Total Parent Municipality		41,128	40,427	44,515	54,824	54,824	54,824	53,156	56,877	15,282
			(1.7%)	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	3	-	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	-	-	-	-	-	-	-
Board Fees		101	108	152	108	108	86	108	114	121
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Board Members of Entities		101	108	152	108	108	86	108	114	121
% Increase	4		6.6%	40.6%	(28.9%)		(20.6%)	25.9%	5.6%	6.1%
Senior Managers of Entities										
Basic Salaries and Wages		834	888	3,401	4,790	4,790	3,531	5,706	6,491	6,945
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		58	106	-	-	-	-	-	-	-
Motor Vehicle Allowance	3	120	120	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	-	-	-	-	-	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		1,012	1,115	3,401	4,790	4,790	3,531	5,706	6,491	6,945
% Increase	4		10.1%	205.1%	40.8%	0.0%	(26.3%)	61.6%	13.8%	7.0%
Other Staff of Entities										
Basic Salaries and Wages		900	1,314	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		126	91	-	-	-	-	-	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	68	284	-	-	-	-	-	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Other Staff of Entities		1,094	1,689	-	-	-	-	-	-	-
% Increase	4		54.4%	(100.0%)	-	-	-	-	-	-
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	58,440	58,970	63,482	22,348
% Increase	4		0.0%	10.9%	24.2%	0.0%	(2.1%)	0.9%	7.7%	(64.8%)
TOTAL MANAGERS AND STAFF	5,7	36,827	36,624	41,540	51,970	51,970	50,711	50,682	54,616	12,862

DC10 Sarah Baartman - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers Number	Ref	2016/17			Current Year 2017/18			Budget Year 2018/19		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		30	-	30	30	-	30	30	-	30
Board Members of municipal entities	4	5	-	5	5	-	5	5	-	5
Municipal employees	5	-	-	-	-	-	-	-	-	-
Municipal Manager and Senior Managers	3	4	-	4	4	-	4	4	-	4
Other Managers	7	15	-	15	15	-	15	15	-	15
Professionals		7	5	2	7	5	2	7	5	2
Finance		6	4	2	6	4	2	6	4	2
Spatial/town planning		-	-	-	-	-	-	-	-	-
Information Technology		1	1	-	1	1	-	1	1	-
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Technicians		24	11	13	24	11	13	24	11	13
Finance		8	3	5	8	3	5	8	3	5
Spatial/town planning		1	-	1	1	-	1	1	-	1
Information Technology		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		15	8	7	15	8	7	15	8	7
Clerks (Clerical and administrative)		25	18	7	25	18	7	25	18	7
Service and sales workers		7	4	3	7	4	3	7	4	3
Skilled agricultural and fishery workers		-	-	-	-	-	-	-	-	-
Craft and related trades		-	-	-	-	-	-	-	-	-
Plant and Machine Operators		-	-	-	-	-	-	-	-	-
Elementary Occupations		-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL NUMBERS	9	117	38	79	117	38	79	117	38	79
% increase		-	-	-	-	-	-	-	-	-
Total municipal employees headcount	6, 10	106	33	73	106	33	73	106	33	73
Finance personnel headcount	8, 10	23	9	14	23	9	14	23	9	14
Human Resources personnel headcount	8, 10	3	1	2	3	1	2	3	1	2

CHAPTER 14



Monthly Targets For Revenue, Expenditure And Cash Flow

DC-10 Sarah Baartman - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote		1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	613	15,013	16,602
Vote 1 - Executive and Council		8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	8,381	110,995	93,096	95,432
Vote 2 - Finance and Corporate Services		79	79	79	79	79	79	79	79	79	79	79	79	4,507	873	894
Vote 3 - Planning and Infrastructure Development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		39	39	39	39	39	39	39	39	39	39	39	39	462	428	438
Vote 6 - Housing		1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	13,731	12,710	13,029
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		176	176	176	176	176	176	176	176	176	176	176	2,240	1,950	1,999	
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-	-	-	-	1,646	1,603
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	11,047	132,547	125,715	129,998
Expenditure by Vote to be appropriated		2,493	2,493	2,493	2,493	2,493	2,493	2,493	2,493	2,493	2,493	2,493	2,493	33,196	30,098	32,904
Vote 1 - Executive and Council		3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	38,934	41,193	41,448
Vote 2 - Finance and Corporate Services		1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	14,598	13,329	13,762
Vote 3 - Planning and Infrastructure Development		1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	12,982	12,813	12,962
Vote 4 - Health		52	52	52	52	52	52	52	52	52	52	52	52	300	300	300
Vote 5 - Community Services		1,964	1,964	1,964	1,964	1,964	1,964	1,964	1,964	1,964	1,964	1,964	1,964	23,507	18,404	18,933
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		413	413	413	413	413	413	413	413	413	413	413	413	3,260	3,259	3,260
Vote 10 - Roads		135	135	135	135	135	135	135	135	135	135	135	135	1,623	1,472	1,525
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		346	346	346	346	346	346	346	346	346	346	346	346	4,147	4,846	4,914
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		10,968	10,968	10,968	10,968	10,968	10,968	10,968	10,968	10,968	10,968	10,968	10,968	132,547	125,715	129,998
Surplus/(Deficit) before assoc.		78	78	78	78	78	78	78	78	78	78	78	78	-	-	-
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	78	78	78	78	78	78	78	78	78	78	78	78	-	-	-

DC-10 Sarah Baartman - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)

R thousand	Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
			Revenue - Functional Governance and administration Executive and council 8,431 50 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 8,431 Finance and administration 8,381 50 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 8,381 Internal audit 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 1,183 Community and public safety Community and social services 1,144 39 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 1,144 Sport and recreation 39 39 39 39 39 39 39 39 39 39 39 39 39 39 39 39 39 39 Public safety 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 1,432 Housing 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 Health 176 176 176 176 176 176 176 176 176 176 176 176 176 176 176 176 176 176 Economic and environmental services Planning and development 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 7,747 Road transport 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 4,507 Environmental protection 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 3,240 Trading services Energy sources 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 5,679 Water management 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 3,507 Waste water management 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 2,372 Waste management 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 6,016 Other Total Revenue - Functional 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 110,608 Expenditure - Functional Governance and administration Executive and council 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 67,754 Finance and administration 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 26,742 Internal audit 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 43,061 Community and public safety Community and social services 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 31,517 Sport and recreation 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 7,982 Public safety 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 10,423 Housing 300 300 300 300 300 300 300 300 300 300 300 300 300 300 300 300 300 300 Health 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 12,952 Economic and environmental services Planning and development 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 20,409 Road transport 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 17,149 Environmental protection 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 3,260 Trading services Energy sources 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 Water management 920 920 920 920 920 920 920 920 920 920 920 920 920 920 920 920 920 920 Waste water management 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 1,472 Waste management 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 4,147 Other Total Expenditure - Functional 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 125,715 Surplus/(Deficit) before assoc. 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 110,515 Share of surplus/ (deficit) of associate 345 345 345 345 345 345 345 345 345 345 345 345 345 345 345 345 345 345 Surplus/(Deficit) 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171 110,171														

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

R thousand	Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework																	
			July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21															
1	<p>Multi-year expenditure to be appropriated</p> <p>Vote 1 - Executive and Council</p> <p>Vote 2 - Finance and Corporate Services</p> <p>Vote 3 - Planning and Infrastructure Development</p> <p>Vote 4 - Health</p> <p>Vote 5 - Community Services</p> <p>Vote 6 - Housing</p> <p>Vote 7 - Public Safety</p> <p>Vote 8 - Sport and Recreation</p> <p>Vote 9 - Waste Management</p> <p>Vote 10 - Roads</p> <p>Vote 11 - Water</p> <p>Vote 12 - Electricity</p> <p>Vote 13 - Tourism</p> <p>Vote 14 - [NAME OF VOTE 14]</p> <p>Vote 15 - [NAME OF VOTE 15]</p>																															
	<p>Capital multi-year expenditure sub-total</p> <p>Single-year expenditure to be appropriated</p> <p>Vote 1 - Executive and Council</p> <p>Vote 2 - Finance and Corporate Services</p> <p>Vote 3 - Planning and Infrastructure Development</p> <p>Vote 4 - Health</p> <p>Vote 5 - Community Services</p> <p>Vote 6 - Housing</p> <p>Vote 7 - Public Safety</p> <p>Vote 8 - Sport and Recreation</p> <p>Vote 9 - Waste Management</p> <p>Vote 10 - Roads</p> <p>Vote 11 - Water</p> <p>Vote 12 - Electricity</p> <p>Vote 13 - Tourism</p> <p>Vote 14 - [NAME OF VOTE 14]</p> <p>Vote 15 - [NAME OF VOTE 15]</p>		250					500										75	1,000	900	75	19	39									
2	<p>Capital single-year expenditure sub-total</p>		250					500										997			1,747					1,747	1,132	1,032				
2	Total Capital Expenditure		250					500										997			1,747				1,747	1,132	1,032					

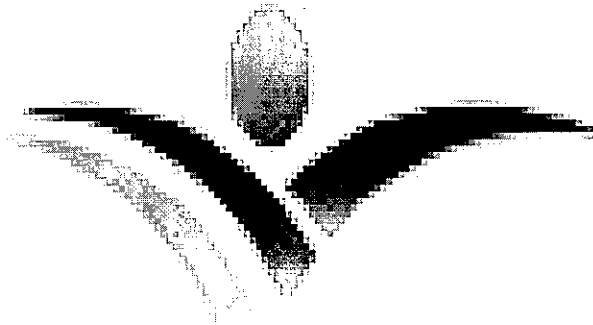
DC10 Sarah Baartman - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)

R thousand	Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework				
			July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21		
			1																
	Capital Expenditure - Functional																		
	<i>Governance and administration</i>																		
	Executive and council				250	940		500									1,690	1,075	975
	Finance and administration					75											75	75	75
	Internal audit				250	885		500									1,615	1,000	900
	Community and public safety																		
	Community and social services																		
	Sport and recreation																		
	Public safety																		
	Housing																		
	Health																		
	Economic and environmental services																		
	Planning and development					19											19	19	19
	Road transport					19											19	19	19
	Environmental protection																		
	Trading services																		
	Energy sources																		
	Water management																		
	Waste water management																		
	Waste management					39											39	39	39
	Other																		
	Total Capital Expenditure - Functional	2			250	997		500									1,747	1,132	1,032
	Funded by:																		
	National Government																		
	Provincial Government																		
	District Municipality																		
	Other transfers and grants																		
	Transfers recognised - capital																		
	Public contributions & donations																		
	Borrowing																		
	Internally generated funds																1,747	1,132	1,032
	Total Capital Funding																1,747	1,132	1,032

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

MONTHLY CASH FLOWS	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	Budget Year 2018/19												Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash Receipts By Source															
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	117	117	117	117	117	117	117	117	117	117	117	1,400	1,450	1,500	
Interest earned - external investments	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	
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	4	4	4	4	4	4	4	4	4	4	4	50	50	50	
Transfer receipts - operational	35,337	-	-	-	-	35,337	-	-	-	-	17,668	88,342	92,787	96,772	
Other revenue	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	
Cash Receipts by Source	39,000	3,663	3,663	3,663	3,663	39,000	3,663	3,663	3,663	3,663	21,591	132,557	122,459	125,532	
Other Cash Flows by Source															
Transfer receipts - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	39,000	3,663	3,663	3,663	3,663	39,000	3,663	3,663	3,663	3,663	21,591	132,557	122,459	125,532	
Cash Payments by Type															
Employee related costs	3,363	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	
Remuneration of councillors	682	682	682	682	682	682	682	682	682	682	682	8,180	8,752	9,365	
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	192	192	192	192	192	192	192	192	192	192	192	2,300	2,380	2,420	
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	28,185	28,185	28,165	
Other expenditure	4,216	4,216	4,216	4,216	4,216	4,216	4,216	4,216	4,216	4,216	4,216	50,592	37,204	36,492	
Cash Payments by Type	10,883	10,883	10,883	10,883	10,883	10,883	10,883	10,883	10,883	10,883	10,883	130,587	120,687	123,650	
Other Cash Flows/Payments by Type															
Capital assets	-	250	-	-	497	-	-	-	-	-	-	1,747	-	1,132	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	10,883	11,133	10,883	10,883	11,380	10,883	10,883	10,883	10,883	10,883	10,883	132,334	121,799	124,692	
NET INCREASE/(DECREASE) IN CASH HELD	28,117	(7,470)	(7,220)	(7,220)	(7,717)	28,117	(7,220)	(7,220)	(7,220)	(7,220)	10,708	213	660	849	
Cash/cash equivalents at the month/year begin:	103,758	131,675	124,404	117,184	109,964	102,247	130,364	122,643	115,423	108,203	100,953	103,758	103,971	103,631	
Cash/cash equivalents at the month/year end:	131,675	124,404	117,184	109,964	102,247	130,364	122,643	115,423	108,203	100,953	103,971	103,971	104,631	105,480	

CHAPTER 15



Annual Budgets & SDBIP: Internal Departments

CHAPTER 15

ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer **Annexure “G”**)

CHAPTER 16



Contracts having Future Budgetary Implications

DC-10 Sarah Baartman - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework			Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Contract Value
				Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21								
R thousand	1,3	Total												
Parent Municipality:	2													
<u>Revenue Obligation By Contract</u>														
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Revenue Implication														
<u>Expenditure Obligation By Contract</u>	2													
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Expenditure Implication														
<u>Capital Expenditure Obligation By Contract</u>	2													
Contract 1														
Contract 2														
Contract 3 etc														
Total Capital Expenditure Implication														
<u>Total Parent Expenditure Implication</u>														
Entities:														
<u>Revenue Obligation By Contract</u>	2													
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Revenue Implication														
<u>Expenditure Obligation By Contract</u>	2													
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Expenditure Implication														
<u>Capital Expenditure Obligation By Contract</u>	2													
Contract 1														
Contract 2														
Contract 3 etc														
Total Capital Expenditure Implication														
<u>Total Entity Expenditure Implication</u>														

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

CHAPTER 17



Capital Expenditure Details

CHAPTER 17

CAPITAL EXPENDITURE DETAILS

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

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

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

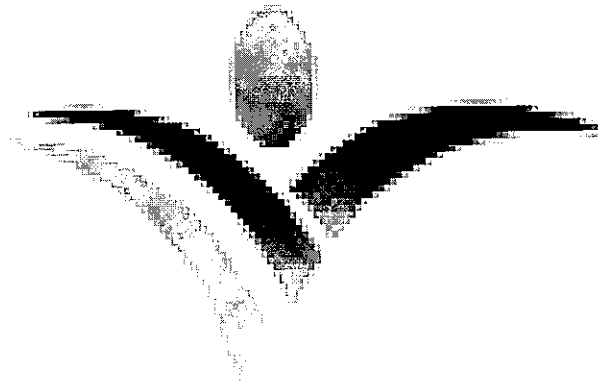
Community Assets										
Community Facilities										
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities										
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets										
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties										
Revenue Generating										
Improved Property										
Unimproved Property										
Non-revenue Generating										
Improved Property										
Unimproved Property										
Other assets			2,784	500	1,120	1,120				
Operational Buildings			2,784	500	1,120	1,120				
Municipal Offices			2,784	500	1,120	1,120				
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing										
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets										
Biological or Cultivated Assets										
Intangible Assets										
Servitudes										
Licences and Rights										
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Land Settlement Software Applications										
Unspecified										
Computer Equipment	189	166	1,895	211	1,802	1,802	104	104	104	
Computer Equipment	189	166	1,895	211	1,802	1,802	104	104	104	
Furniture and Office Equipment	255	156	168	301	335	335	623	623	623	
Furniture and Office Equipment	255	156	168	301	335	335	623	623	623	
Machinery and Equipment	182	123	-	-	-	-	-	-	-	
Machinery and Equipment	182	123	-	-	-	-	-	-	-	
Transport Assets	432	880	1,266	-	1,050	1,050	1,020	405	365	
Transport Assets	432	880	1,266	-	1,050	1,050	1,020	405	365	
Libraries										
Libraries										
Zoo's, Marine and Non-biological Animals										
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on new assets	1	1,058	1,325	6,113	1,012	4,307	4,307	1,747	1,132	1,032

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

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

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

CHAPTER 18



Legislative Compliance Status

CHAPTER 18

LEGISLATIVE COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) ensures proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that 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.

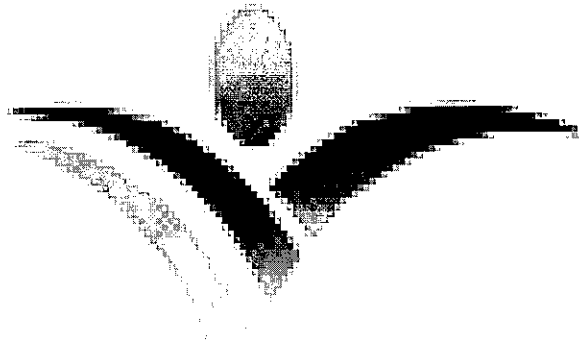
In accordance with the provisions of the Act, Sarah Baartman District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The amended regulations of the Preferential Procurement as well as the Infrastructure Delivery Management Policy have been incorporated 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.

CHAPTER 19



Details of Budgets per Department

CHAPTER 19

SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2018/19

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	50,264	38%
Finance & Corporate Services	42,265	32%
Economic Development	15,848	12%
Office of the Mayor	15,481	12%
Office of the Municipal Manager	8,690	7%
Total	132,547	100%

CHAPTER 20



Municipal Entity Budget Information

CHAPTER 20

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
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
Contributions recognised - capital & contributed assets										
Total Revenue (excluding capital transfers and contributions)		4	2	7	9	9	6	10	9	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						
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	9	9
Surplus/(Deficit)		2	(3)	1	0	0	0	0	-	-
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - operational										
Public contributions & donations										
Borrowing										
Internally generated funds										
Total sources		-	-	-	-	-	-	-	-	-
Financial position										
Total current assets										
Total non current assets										
Total current liabilities										
Total non current liabilities										
Equity										
Cash flows										
Net cash from (used) operating										
Net cash from (used) investing										
Net cash from (used) financing										
Cash/cash equivalents at the year end										

Cacadu Development Agency - Table D1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
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) (National Government)	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
	1,975	(2,824)	1,299	49	124	203	60	-	-
Surplus/(Deficit) after capital transfers & contributions									
Taxation	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	1,975	(2,824)	1,299	49	124	203	60	-	-
Capital expenditure & funds sources									
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	6,254
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	6,254
Cash flows									
Net cash from (used) operating	2,163	(1,816)	(727)	811	811	1,304	85	25	25
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	6,254

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
Revenue by Source	1									
Property rates										
Service charges - electricity revenue										
Service charges - water revenue										
Service charges - sanitation revenue										
Service charges - refuse revenue										
Service charges - other										
Rental of facilities and equipment				294	321	321	80			
Interest earned - external investments		228	265	297	465	465	230	350	350	350
Interest earned - outstanding debtors										
Dividends received										
Fines, penalties and forfeits										
Licences and permits										
Agency services										
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										
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
Expenditure By Type										
Employee related 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
Debt impairment	4									
Depreciation & asset impairment		35	26	25	25	25	25	25	25	25
Finance charges		6	1	1						
Bulk purchases	2									
Other materials	5									
Contracted services										
Transfers and subsidies				879						
Other expenditure	3	381	789	876	3,888	3,888	1,866	3,727	2,122	1,886
Loss on disposal of PPE		11	-							
Total Expenditure		2,253	4,828	5,334	8,810	8,735	5,507	9,566	8,752	8,977
Surplus/(Deficit)		1,975	(2,824)	1,299	49	124	203	60	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)										
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)										
Transfers and subsidies - capital (in-kind - all)										
Surplus/(Deficit) after capital transfers & contributions		1,975	(2,824)	1,299	49	124	203	60	-	-
Taxation										
Surplus/ (Deficit) for the year		1,975	(2,824)	1,299	49	124	203	60	-	-

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

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

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

Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
<i>Water Rights</i>		-	-	-	-	-	-	-	-	-
<i>Effluent Licenses</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Licenses</i>		-	-	-	-	-	-	-	-	-
<i>Computer Software and Applications</i>		-	-	-	-	-	-	-	-	-
<i>Load Settlement Software Applications</i>		-	-	-	-	-	-	-	-	-
<i>Unspecified</i>		-	-	-	-	-	-	-	-	-
Computer Equipment		76	15	9	50	50	20	60	-	-
Computer Equipment		76	15	9	50	50	20	60	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total capital expenditure on assets	1	76	15	9	50	50	20	60	-	-

Funded by:										
National Government										
Provincial Government										
Parent Municipality		76	15	9	50	50	20	60		
District Municipality										
Transfers recognised - capital		76	15	9	50	50	20	60		
Public contributions & donations	6									
Borrowing	3									
Internally generated funds										
Total Capital Funding	4	76	15	9	50	50	20	60	-	-

Cacadu Development Agency - Table D4 Budgeted Financial Position

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
ASSETS										
Current assets										
Cash										
Call investment deposits		7,462	5,631	4,895	5,656	5,656	6,179	6,204	6,229	6,254
Consumer debtors		-	-	658						
Other debtors		23	40	327						
Current portion of long-term receivables										
Inventory										
Total current assets		7,485	5,672	5,881	5,656	5,656	6,179	6,204	6,229	6,254
Non current assets										
Long-term receivables	3									
Investments										
Investment property										
Investment in Associate										
Property, plant and equipment	1	118	107	91	157	157	157	207		
Agricultural										
Biological										
Intangible										
Other non-current assets										
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	6,254
LIABILITIES										
Current liabilities										
Bank overdraft										
Borrowing										
Consumer deposits										
Trade and other payables		1,703	2,483	1,600						
Provisions	3	159	379	156						
Total current liabilities		1,862	2,862	1,755	-	-	-	-	-	-
Non current liabilities										
Borrowing										
Provisions	3									
Total non current liabilities		-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES		1,862	2,862	1,755	-	-	-	-	-	-
NET ASSETS	2	5,741	2,917	4,217	5,813	5,813	6,336	6,411	6,229	6,254
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		5,741	2,917	4,217	5,813	5,813	6,336	6,411	6,229	6,254
Reserves										
Share capital										
TOTAL COMMUNITY WEALTH/EQUITY	2	5,741	2,917	4,217	5,813	5,813	6,336	6,411	6,229	6,254

Cacadu Development Agency - Table D5 Budgeted Cash Flow

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates										
Service charges										
Other revenue				36	2,995					
Government - operating		4,000	1,720	4,500	5,400	5,400	5,400	5,500	5,900	6,300
Government - capital										
Interest		228	285	297	465	465	230	350	350	350
Dividends										
Payments	2									
Suppliers and employees		(2,066)	(3,820)	(5,560)	(8,049)	(5,054)	(4,326)	(5,765)	(6,225)	(6,625)
Finance charges										
Dividends paid										
Transfers and Grants										
NET CASH FROM/(USED) OPERATING ACTIVITIES		2,163	(1,816)	(727)	811	811	1,304	85	25	25
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE										
Decrease (Increase) in non-current debtors										
Decrease (increase) other non-current receivables										
Decrease (increase) in non-current investments										
Payments										
Capital assets		(76)	(15)	(9)	(50)	(50)	(20)	(60)		
NET CASH FROM/(USED) INVESTING ACTIVITIES		(76)	(15)	(9)	(50)	(50)	(20)	(60)	-	-
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans										
Borrowing long term/refinancing										
Increase (decrease) in consumer deposits										
Payments										
Repayment of borrowing										
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	1	2,086	(1,831)	(736)	761	761	1,284	25	25	25
Cash/cash equivalents at the year begin:	2	5,376	7,462	5,631	4,895	4,895	4,895	6,179	6,204	6,229
Cash/cash equivalents at the year end:	2	7,462	5,631	4,895	5,656	5,656	6,179	6,204	6,229	6,254

Cacadu Development Agency - Supporting Table SD1 Measurable performance targets

Performance target description	Unit of measurement	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Refer SDBIP of parent municipality		Refer SDBIP of	Refer SDBIP of	Refer SDBIP of	Refer SDBIP of	Refer SDBIP of	Refer SDBIP of	Refer SDBIP of	Refer SDBIP of	Parent Municipa

Cacadu Development Agency - Supporting Table SD2 Financial and non-financial indicators

Description of indicator	Basis of calculation	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Borrowing Management											
Credit Rating			0%	0%	0%	0%	0%	0%	0%	0%	0%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure		0%	0%	0%	0%	0%	0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing / Funds & Reserves		0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity											
Current Ratio	Current assets / current liabilities		4.02	1.98	3.35	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	0.00	0.00	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 Level %)	Last 12 Mths Receipts / Last 12 Mths Billing			0%	0%	0%	0%	0%	0%	0%	0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
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											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))										
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											
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions										
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW) Total Cost of Losses (Rand '000) % Volume (units purchased and generated less units sold)/units purchased and generated	1									
Water Distribution Losses (2)	Total Volume Losses (kt) Total Cost of Losses (Rand '000) % Volume (units purchased and generated less units sold)/units purchased and generated										
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 Grants)/Debt service payments due within financial year										
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	1.9	1.1	1.2	1.2

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

Summary of Employee and Board Member remuneration	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands		A	B	C	D	E	F	G	H	I
Remuneration										
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		101	108	152	108	108	86	108	114	121
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations										
Sub Total - Board Members of Entities		101	108	152	108	108	86	108	114	121
% increase			0	0	(0)	(0)	(0)	0	0	6.1%
Senior Managers of Entities										
Basic Salaries and Wages		834	888	3,401	4,790	4,790	3,531	5,706	6,491	6,945
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime										
Performance Bonus		58	106							
Motor Vehicle Allowance		120	120							
Cellphone Allowance										
Housing Allowances										
Other benefits and allowances										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations										
Sub Total - Senior Managers of Entities		1,012	1,115	3,401	4,790	4,790	3,531	5,706	6,491	6,945
% increase			0	0	0	0	0	0	0	7.0%
Other Staff of Entities										
Basic Salaries and Wages		900	1,314							
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus		126	91							
Motor Vehicle Allowance										
Cellphone Allowance										
Housing Allowances										
Other benefits and allowances		68	284							
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations										
Sub Total - Other Staff of Entities		1,094	1,689	-	-	-	-	-	-	-
% increase			0							
Total Municipal Entities remuneration		2,207	2,912	3,553	4,898	4,898	3,616	5,814	6,605	7,066

Cacadu Development Agency - Supporting Table SD5 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2016/17			Current Year 2017/18			Budget Year 2018/19		
		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)										
Board Members of municipal entities	3	5	5	5	5	5	5	5	5	5
Municipal entity employees	4									
CEO and Senior Managers	2	1	1	1	1	1	1	1	1	1
Other Managers	6	4	4	4	4	4	4	4	4	4
Professionals		-	-	-	-	-	-	-	-	-
Finance										
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other										
Technicians										
Finance										
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other										
Clerks (Clerical and administrative)										
Service and sales workers										
Skilled agricultural and fishery workers										
Craft and related trades										
Plant and Machine Operators										
Elementary Occupations										
Total Personnel Numbers		10	10	10	10	10	10	10	10	10
% Increase										
Total entity employees headcount	5									
Finance personnel headcount	7									
Human Resources personnel headcount	7									

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
 Reclamation
 Waste Water Treatment Works
 Outfall Sewers
 Toilet Facilities
 Capital Spares
 Solid Waste Infrastructure
 Landfill Sites
 Waste Transfer Stations
 Waste Processing Facilities
 Waste Drop-off Points
 Waste Separation Facilities
 Electricity Generation Facilities
 Capital Spares
 Rail Infrastructure
 Rail Lines
 Rail Structures

Rail Furniture
 Drainage Collection
 Storm water Conveyance
 Attenuation
 MV Substations
 LV Networks
 Capital Spares
 Coastal Infrastructure
 Sand Pumps
 Piers
 Revetments
 Promenades
 Capital Spares
 Information and Communication Infrastructure
 Data Centres
 Core Layers
 Distribution Layers
 Capital Spares
Community Assets
 Community Facilities
 Halls
 Centres
 Crèches
 Clinics/Care Centres
 Fire/Ambulance Stations
 Testing Stations
 Museums
 Galleries
 Theatres
 Libraries
 Cemeteries/Crematoria
 Police
 Parks
 Public Open Space
 Nature Reserves
 Public Ablution Facilities
 Markets
 Stalls
 Abattoirs
 Airports
 Taxi Ranks/Bus Terminals
 Capital Spares
 Sport and Recreation Facilities

Cacadu Development Agency - Supporting Table SD7a Capital expenditure on new assets by asset class

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

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

Intangible Assets										
Servitudes										
Licences and Rights										
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment		76	15	9	50	50	20	60	-	-
Computer Equipment		76	15	9	50	50	20	60	-	-
Furniture and Office Equipment										
Furniture and Office Equipment										
Machinery and Equipment										
Machinery and Equipment										
Transport Assets										
Transport Assets										
Land										
Land										
Zoo's, Marine and Non-biological Animals										
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on new assets	1	76	15	9	50	50	20	60	-	-

Cacadu Development Agency - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class

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

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

Intangible Assets									
Servitudes									
Licences and Rights									
<i>Water Rights</i>									
<i>Effluent Licenses</i>									
<i>Solid Waste Licenses</i>									
<i>Computer Software and Applications</i>									
<i>Lead Settlement Software Applications</i>									
<i>Unspecified</i>									
Computer Equipment									
Computer Equipment									
Furniture and Office Equipment									
Furniture and Office Equipment									
Machinery and Equipment									
Machinery and Equipment									
Transport Assets									
Transport Assets									
Land									
Land									
Zoo's, Marine and Non-biological Animals									
Zoo's, Marine and Non-biological Animals									
Total capital expenditure on renewal of existing assets	1								

Cacadu Development Agency - Supporting Table SD7c Expenditure on repairs and maintenance by asset class

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

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

Licences and Rights	-	-	-	-	-	-	-	-	-
<i>Water Rights</i>									
<i>Effluent Licenses</i>									
<i>Solid Waste Licenses</i>									
<i>Computer Software and Applications</i>									
<i>Load Settlement Software Applications</i>									
<i>Unspecified</i>									
Computer Equipment	12	18	63	25	25	25	30	32	34
Computer Equipment	12	18	63	25	25	25	30	32	34
Furniture and Office Equipment	10	8	-	-	-	-	-	-	-
Furniture and Office Equipment	10	8	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Total expenditure on repairs and maintenance of assets	22	26	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	Current Year 2017/18			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
Depreciation by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-

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

Intangible Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	-	-	-	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	18	17	17	17	17	17	17
Computer Equipment	-	-	18	17	17	17	17	17	17
Furniture and Office Equipment	-	-	7	8	8	8	8	8	8
Furniture and Office Equipment	-	-	7	8	8	8	8	8	8
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
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

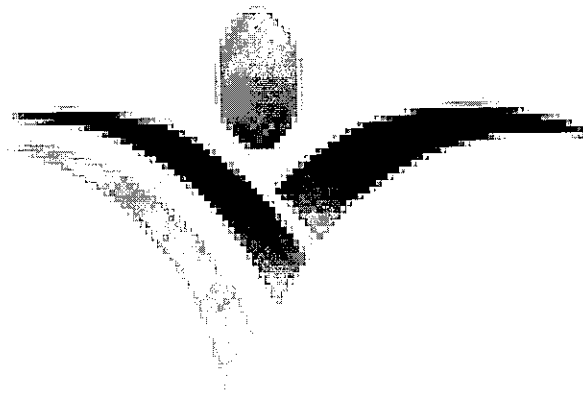
Description	Ref	Preceding Years	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework			Forecast 2021/22	Forecast 2022/23
		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Present value
R thousands								
Entities:								
Revenue Obligation By Contract	2							
<i>Contract 1</i>								
<i>Contract 2</i>								
<i>Contract 3 etc</i>								
Total Operating Revenue Implication		-	-	-	-	-	-	-
Expenditure Obligation By Contract	2							
<i>Contract 1</i>								
<i>Contract 2</i>								
<i>Contract 3 etc</i>								
Total Operating Expenditure Implication		-	-	-	-	-	-	-
Capital Expenditure Obligation By Contract	2							
<i>Contract 1</i>								
<i>Contract 2</i>								
<i>Contract 3 etc</i>								
Total Capital Expenditure Implication		-	-	-	-	-	-	-
Total Entity Expenditure Implication		-	-	-	-	-	-	-

Cacatu Development Agency - Supporting Table SP9 Detailed capital budget																		
Resource	Function	Project Description	Project Number	Type	MIS Services Outcomes	IUDF	One Strategic Objective	Asset Class	Asset Sub-Class	Ward Location	OPB Longitude	OPB Latitude	2018/19 Medium Term Revenue & Expenditure Framework					
													Audited Outcome 2016/17	Current Year 2018 - Full Year Forecast	Budget Year 2018/19	Budget Year+1 2019/20	Budget Year+2 2020/21	
	Entity: Entity A Entity B Entity member A Entity member B																	

Cacadu Development Agency - Supporting Table SD11 External mechanisms

External mechanism Name of organisation R thousands	Ref	Period of agreement 1	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
		Years/months			
ABSA BANK Ernst & Young		60 months	Banking Services	30 June 2020	
		36 months	Internal Audit Services	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

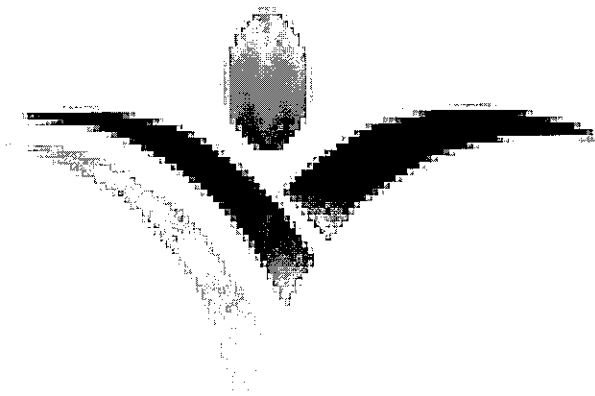
The Director: Economic Development and Director: Planning and Infrastructure contracts ended at the end of October 2016 and November 2016 respectively.

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

DC10 Sarah Baartman - Supporting Table SA11 Property rates summary

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

DC:10 Sarah Baartman - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Budget year 2018/19																
		Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.	
Valuation:																		
No. of properties																		
No. of sectional title property values																		
No. of unreasonably difficult properties s7(2)																		
No. of supplementary valuations																		
Supplementary valuation (Rm)																		
No. of valuation roll amendments																		
No. of objections by rate-payers																		
No. of appeals by rate-payers																		
No. of appeals by rate-payers finalised																		
No. of successful objections	5																	
No. of successful objections > 10%	5																	
Estimated no. of properties not valued																		
Years since last valuation (select)																		
Frequency of valuation (select)																		
Method of valuation used (select)																		
Base of valuation (select)																		
Phasing-in properties s21 (number)																		
Combination of rating types used? (Y/N)																		
Flat rate used? (Y/N)																		
Is balance rated by uniform rate/variable rate?																		
Valuation reductions:																		
Valuation reductions-public infrastructure (Rm)																		
Valuation reductions-nature reserves/park (Rm)																		
Valuation reductions-mineral rights (Rm)																		
Valuation reductions-R15,000 threshold (Rm)																		
Valuation reductions-public works (Rm)																		
Valuation reductions-other (Rm)																		
Total valuation reductions:																		
Total value used for rating (Rm)	6																	
Total land value (Rm)	6																	
Total value of improvements (Rm)	6																	
Total market value (Rm)	6																	
Rating:																		
Average rate	3																	
Rate revenue budget (R'000)																		
Rate revenue expected to collect (R'000)																		
Expected cash collection rate (%)	4																	
Special rating areas (R'000)																		
Rebates, exemptions - indigent (R'000)																		
Rebates, exemptions - pensioners (R'000)																		
Rebates, exemptions - bona fide farm. (R'000)																		
Rebates, exemptions - other (R'000)																		
Phase-in reductions/discounis (R'000)																		
Total rebates, exemptions, reductions, discs (R'000)																		

DC10 Sarah Baartman - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
							Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Property rates (rate in the Rand)	1	Not applicable to District Municipality							
Residential properties									
Residential properties - vacant land									
Formal/informal settlements									
Small holdings									
Farm properties - used									
Farm properties - not used									
Industrial properties									
Business and commercial properties									
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties									
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Exemptions, reductions and rebates (Rands)	2								
Residential properties									
R15 000 threshold rebate									
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions									
Water tariffs	2								
Domestic									
Basic charge/ fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/k)		(describe structure)							
Water usage - life line tariff		(fill in thresholds)							
Water usage - Block 1 (c/k)		(fill in thresholds)							
Water usage - Block 2 (c/k)		(fill in thresholds)							
Water usage - Block 3 (c/k)		(fill in thresholds)							
Water usage - Block 4 (c/k)		(fill in thresholds)							
Other	2								
Waste water tariffs	2								
Domestic									
Basic charge/ fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/s)									
Volumetric charge - Block 1 (c/k)		(fill in structure)							
Volumetric charge - Block 2 (c/k)		(fill in structure)							
Volumetric charge - Block 3 (c/k)		(fill in structure)							
Volumetric charge - Block 4 (c/k)		(fill in structure)							
Other	2								
Electricity tariffs	2								
Domestic									
Basic charge/ fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
FBE		(how is this targeted?)							
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter (c/kwh)									
Flat rate tariff - prepaid (c/kwh)									
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)							
Other	2								
Waste management tariffs	2								
Domestic									
Street cleaning charge									
Basic charge/ fixed fee									
80l bin - once a week									
250l bin - once a week									

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

Description	Ref	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
							Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Exemptions, reductions and rebates (Rands) <i>(insert lines as applicable)</i>		Not applicable to District Municipality							
Water tariffs <i>(insert blocks as applicable)</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
Waste water tariffs <i>(insert blocks as applicable)</i>		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)							
Electricity tariffs <i>(insert blocks as applicable)</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

DC10 Sarah Baartman - Supporting Table SA14 Household bills

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

DC10 Sarah Baartman - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R 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										
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										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment		Type of Investment	Capital Guarantee (Yes/No)	Variable or Fixed Interest rate	Interest Rate *	Commission Paid (Rande)	Commission Recipient	Expiry date of Investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance	
		Yrs	Months													
Name of Institution & Investment ID	1															
<u>Parent municipality</u>																
Municipality sub-total																
<u>Entities</u>																
Entities sub-total																
TOTAL INVESTMENTS AND INTEREST	1															

DC10 Sarah Baartman - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Parent municipality										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	-	-	-	-	-	-	-	-	-
Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	1	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand
Ernst & Young	Yrs	3	Internal Audit	30 June 2020	-
OS Holdings (PTY) Ltd	Yrs	3	Miscoa System	30 June 2020	5,316
ABSA Bank	Yrs	5	Banking Services	30 June 2020	-
Lateral Unison	Yrs	3	Insurance Brokerage services	30 June 2019	-
DDP Valuers	Yrs	3	Property Valuation	30 June 2019	320
HRG Rennies Travel	Yrs	3	Travel Agency Services	09 December 2019	-
Ultimate Recruitment Solutions	Yrs	3	Advertising Services	31 December 2020	-
Wesbank (First Auto)	Yrs	3	Petrol Card and Maintenance Service	31 October 2018	-
The Specialist	Yrs	1	Cleaning	31 March 2018	485
A2A Kopano	Yrs	3	Improving Audit outcomes	30 March 2021	-
Boom town	Yrs	3	Tourism marketing Strategy	30 June 2020	2,632

DC10 Sarah Baartman - Supporting Table SA33c Consolidated repairs and maintenance by asset class

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

Capital Spares									
Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Halls									
Centres									
Creches									
Clinics/Care Centres									
Fire/Ambulance Stations									
Testing Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	117	118	296	-	-	-	500	530	560
Operational Buildings	117	118	296	-	-	-	500	530	560
Municipal Offices	117	118	296				500	530	560
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	-	-	-	-	-	-	-	-	-
Servitudes									
Licences and Rights									
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications									
Load Settlement Software Applications									
Unspecified									

Computer Equipment		157	138	72	91	91	91	100	110	120
Computer Equipment		157	138	72	91	91	91	100	110	120
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
Machinery and Equipment		155	321	415	520	520	520	370	380	390
Machinery and Equipment		155	321	415	520	520	520	370	380	390
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	475	627	784	631	631	631	1,000	1,060	1,120
R&M as a % of PPE		1.9%	2.6%	4.4%	0.0%	3.7%	3.7%	5.9%	6.8%	6.1%
R&M as % Operating Expenditure		0.4%	0.5%	0.6%	0.4%	0.4%	0.4%	0.7%	0.8%	0.9%

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

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Depreciation by Asset Class/Sub-class	1									
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
FRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticalation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls		-	-	-	-	-	-	-	-	-
Centres		-	-	-	-	-	-	-	-	-
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-

Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities										
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets										
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties										
Revenue Generating										
Improved Property										
Unimproved Property										
Non-revenue Generating										
Improved Property										
Unimproved Property										
Other assets	221	220	-	-	-	-	216	216	216	
Operational Buildings	221	220	-	-	-	-	216	216	216	
Municipal Offices	221	220	-	-	-	-	216	216	216	
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing										
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets										
Biological or Cultivated Assets										
Intangible Assets										
Servitudes										
Licences and Rights										
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Lead Settlement Software Applications										
Unspecified										
Computer Equipment	252	453	483	551	551	551	445	445	445	
Computer Equipment	252	453	483	551	551	551	445	445	445	
Furniture and Office Equipment	298	316	331	388	388	388	311	311	311	
Furniture and Office Equipment	298	316	331	388	388	388	311	311	311	
Machinery and Equipment	96	92	90	118	118	118	95	95	95	
Machinery and Equipment	96	92	90	118	118	118	95	95	95	
Transport Assets	595	650	653	786	786	786	634	725	814	
Transport Assets	595	650	653	786	786	786	634	725	814	
Libraries										
Libraries										
Zoo's, Marine and Non-biological Animals										
Zoo's, Marine and Non-biological Animals										
Total Depreciation	1	1,462	1,731	1,556	1,841	1,841	1,841	1,700	1,792	1,861

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

Vote Description	Ref	2018/19 Medium Term Revenue & Expenditure Framework			Forecasts			
		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
R thousand								
Capital expenditure	1							
Vote 1 - Executive and Council		75	75	75				
Vote 2 - Finance and Corporate Services		1,614	1,000	900				
Vote 3 - Planning and Infrastructure Development		19	19	19				
Vote 4 - Health		-	-	-				
Vote 5 - Community Services		-	-	-				
Vote 6 - Housing		-	-	-				
Vote 7 - Public Safety		-	-	-				
Vote 8 - Sport and Recreation		-	-	-				
Vote 9 - Waste Management		-	-	-				
Vote 10 - Roads		-	-	-				
Vote 11 - Water		-	-	-				
Vote 12 - Electricity		-	-	-				
Vote 13 - Tourism		39	39	39				
Vote 14 - [NAME OF VOTE 14]		-	-	-				
Vote 15 - [NAME OF VOTE 15]		-	-	-				
<i>List entity summary if applicable</i>								
Total Capital Expenditure		1,747	1,132	1,032	-	-	-	-
Future operational costs by vote	2							
Vote 1 - Executive and Council								
Vote 2 - Finance and Corporate Services								
Vote 3 - Planning and Infrastructure Development								
Vote 4 - Health								
Vote 5 - Community Services								
Vote 6 - Housing								
Vote 7 - Public Safety								
Vote 8 - Sport and Recreation								
Vote 9 - Waste Management								
Vote 10 - Roads								
Vote 11 - Water								
Vote 12 - Electricity								
Vote 13 - Tourism								
Vote 14 - [NAME OF VOTE 14]								
Vote 15 - [NAME OF VOTE 15]								
<i>List entity summary if applicable</i>								
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Service charges - other								
Rental of facilities and equipment								
<i>List other revenues sources if applicable</i>								
<i>List entity summary if applicable</i>								
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		1,747	1,132	1,032	-	-	-	-

IC10 Sarah Baartman - Supporting Table SA36 Consolidated detailed capital budget

Municipal Voice/Capital project t thousand	Ref	Program/Project description	Project number	IDP Goal code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2018/19 Medium Term Revenue & Expenditure Framework			Project Information	
										Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
	4			2	6	3	3	5								
<p>Parent municipality: List all capital projects grouped by Municipal Voice</p> <p>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 use and is categorised as PPE</p>																
<p>Parent Capital expenditure</p> <p>Entities: <input checked="" type="checkbox"/> all capital projects grouped by Entity <input type="checkbox"/> Water project A <input type="checkbox"/> Entity B <input type="checkbox"/> Electricity project B</p>																
<p>Entity Capital expenditure</p> <p>Total Capital expenditure</p>																

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

Municipal Vote/Capital project	Ref. 1,2	Project name	Project number	Asset Class 3	Asset Sub-Class 3	GPS co-ordinates 4	Previous target		Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework			
							Year to complete	Year	Original Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
R thousand Parent municipality: List all capital projects grouped by Municipal Vote				Examples	Examples									
Entities: List all capital projects grouped by Municipal Entity Entity Name Project name 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 use and is categorised as PPE														

DC-10 Sarah Baartman - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2014/15		2015/16		2016/17		Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework	
						Outcome	Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome		
Demographics		Not applicable to District Municipality													
Population															
Females aged 5 - 14															
Males aged 5 - 14															
Females aged 15 - 34															
Males aged 15 - 34															
Unemployment															
Monthly household income (no. of households)	1, 12														
No income															
R1 - R1 600															
R1 601 - R3 200															
R3 201 - R6 400															
R6 401 - R12 800															
R12 801 - R25 600															
R25 601 - R51 200															
R52 201 - R102 400															
R102 401 - R204 800															
R204 801 - R409 600															
R409 601 - R819 200															
> R819 200															
Poverty profiles (no. of households)															
< R2 060 per household per month	13														
Insert description	2														
Household demographics (000)															
Number of people in municipal area															
Number of poor people in municipal area															
Number of households in municipal area															
Number of poor households in municipal area															
Definition of poor household (R per month)															
Housing statistics	3														
Formal															
Informal															
Total number of households															
Dwellings provided by municipality	4														
Dwellings provided by provinces															
Dwellings provided by private sector	5														
Total new housing dwellings															
Economic	6														
Inflation/inflation outlook (CPI-X)															
Interest rate - borrowing															
Interest rate - investment															
Remuneration increases															
Consumption growth (electricity)															
Consumption growth (water)															
Collection rates	7														
Property tax/service charges															
Rentals of facilities & equipment															
Interest - external investments															
Interest - debtors															
Revenue from agency services															

ANNEXURES

mSCOA PROJECT LISTING - 2018/19			
Project Code	Project Description	SCOA Account	Project Budget
ED001	DISTRICT DEVELOPMENT AGENCY	Operational: Typical Work Streams: Development Agency Establishment	R 5,500,000
ED002	AGRICULTURAL SUPPORT	Operational: Typical Work Streams: Agricultural Assistance and Support	R 200,000
ED003	LED DISTRICT SUPPORT	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Establishment of Local Economic Development Body in "Regions"	R 100,000
ED004	SBDM SMME SUPPORT PROGRAMME	Operational: Typical Work Streams: Community Development: Entrepreneurial Support System	R 600,000
ED006	DISTRICT IPP FORUM	Operational: Typical Work Streams: Strategic Management and Governance: Municipal Infrastructure Grant (MIG) Business Plan	R 100,000
ED007	PARTICIPATION IN NUCLEAR ENERGY AND SHALE GAS	Operational: Typical Work Streams: Communication and Public Participation: Awareness Campaign	R 100,000
ED010	DISTRICT AGRIPARK PROGRAMME AND SUPPORT	Operational: Typical Work Streams: Agricultural Assistance and Support	R 100,000
ED011	BUSINESS DEVELOPMENT FORUM	Operational: Typical Work Streams: Strategic Management and Governance: Municipal Infrastructure Grant (MIG) Business Plan	R 100,000
FC001	ASSESSMENT OF DISTRICT SHARED SERVICES	Operational: Typical Work Streams: Shared Service Centre	R 100,000
FC002	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Operational: Typical Work Streams: Financial Management Grant: Financial Statements	R 400,000
FC003	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Operational: Typical Work Streams: Financial Management Grant: Audit Outcomes	R 1,100,000
FC006	EMPLOYEE RELATED COST	Operational: Municipal Running Cost	R 53,156,018
FC007	CAPEX EXPENDITURE	Capital: Non-infrastructure: New Furniture and Office Equipment	R 1,747,000
FC009	OPERATING EXPENDITURE	Operational: Municipal Running Cost	R 29,864,000
IN001	TECHNICAL TOWN PLANNING ASSISTANCE	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Assistance to Local Municipalities (Capacity Building)	R 300,000

Project Code	Project Description	SCOA Account	Project Budget
IN002	IDP SUPPORT TO MUNICIPALITIES	Operational:Typical Work Streams:Strategic Management and Governance:IDP Implementation and Monitoring	R 100,000
IN003	EPWP PROJECTS	Operational:Typical Work Streams:Expanded Public Works Programme:Project	R 1,000,000
IN005	RIEBRON EPWP ROADS AND SAWATER PH2	Operational:Infrastructure Projects:Existing:Upgrading:Roads Infrastructure:Roads	R 700,000
IN007	EHS CONTRIBUTION MUNICIPALITIES	Operational:Typical Work Streams:Environmental:Environmental Health	R 10,500,000
IN008	EHS ASSESSMENT TO TAKE BACK FUNCTION	Operational:Typical Work Streams:Environmental:Environmental Health	R 300,000
IN011	FIRE TRAINING ASSISTANCE TO LMS	Operational:Typical Work Streams:Capacity Building Training and Development:Development of Fire-fighters	R 700,000
IN013	PATERSON INTERGRATED EMERGENCY CENTRE	Operational:Maintenance:Non-infrastructure:Corrective Maintenance:Emergency:Other Assets:Operational Buildings:Training Centres:Buildings	R 200,000
IN014	CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	Operational:Maintenance:Non-infrastructure:Preventative Maintenance:Interval Based:Community Assets:Community Facilities:Fire/Ambulance Stations:Mechanical Equipment	R 8,925,000
IN016	FIRE ASSESSMENT TO TAKE BACK FUNCTION	Operational:Maintenance:Non-infrastructure:Corrective Maintenance:Emergency:Community Assets:Community Facilities:Fire/Ambulance Stations:External Facilities	R 400,000
IN017	EDUCATION AND AWARENESS CAMPAIGN	Operational:Typical Work Streams:Communication and Public Participation:Awareness Campaign	R 200,000
IN018	EMERGENCY CONTENGENCY	Operational:Typical Work Streams:Emergency and Disaster Management:Disaster Relief	R 700,000
IN019	RURAL ACCESS ROADS	Operational:Infrastructure Projects:Existing:Upgrading:Roads Infrastructure:Roads	R 2,240,000
IN020	INTER CITY BUS TERMINAL	Operational:Non-infrastructure:New:Community Assets:Community Facilities:Taxi Ranks/Bus Terminals	R 1,000,000

Project Code	Project Description	SCOA Account	Project Budget
IN021	WSA SUPPORT FOR LMS	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 700,000
IN022	WSA ASSESSMENT TO TAKE BACK FUNCTION	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 200,000
IN023	HOUSING TRANSFER AND BENEFICIARY MANAGEMENT	Operational:Typical Work Streams:Community Development:Housing Projects	R 300,000
IN028	PATERSON HOUSING SCHEME		R 322,000
IN029	REVIEW OF SBDM SPACIAL DEVELOPMENT FRAMEWORK		R 300,000
IN030	FIRE STATION - ALICEDALE	Operational:Non-infrastructure:New:Community Assets:Community Facilities:Fire/Ambulance Stations	R 1,500,000
IN031	FIRE STATION - KAREEDOUW	Operational:Non-infrastructure:New:Community Assets:Community Facilities:Fire/Ambulance Stations	R 1,500,000
IN032	DISASTER MANAGEMENT PLAN LMS		R 2,000,000
MM001	SUPPORT TO LMS (ROADSHOW)	Operational:Typical Work Streams:District Initiatives and Assistance to Municipalities:Assistance to Local Municipalities (Software and Application Support)	R 2,000,000
MM002	PROGRAM FOR LEARNERS	Operational:Typical Work Streams:Communication and Public Participation:Mayoral/Executive Mayor Campaigns	R 200,000
MM003	IMBIZOS AND OUTREACH	Operational:Typical Work Streams:Functions and Events:Special Events and Functions	R 100,000
MM004	PUBLIC PARTICIPATION	Operational:Typical Work Streams:Local Economic Development:Public Participation	R 100,000
MM005	MORAL REGENERATION	Operational:Typical Work Streams:Communication and Public Participation:Mayoral/Executive Mayor Campaigns	R 150,000
MM007	REVIEW IGR FORUMS	Operational:Typical Work Streams:Strategic Management and Governance:Inter Governmental Relations (IGR) Programme	R 50,000
MM008	STAKEHOLDER MANAGEMENT	Operational:Typical Work Streams:Strategic Management and Governance:Strategic Planning:Workshops and Sessions	R 200,000
MM009	SUPPORT TO LMS	Operational:Typical Work Streams:District Initiatives and Assistance to Municipalities:Assistance to Local Municipalities (Software and Application Support)	R 750,000
MM010	YOUTH DEVELOPMENT	Operational:Typical Work Streams:Community Development:Youth Projects:Youth Development	R 100,000

Project Code	Project Description	SCOA Account	Project Budget
		Operational: Typical Work Streams: Functions and Events: Recreational Functions	R 100,000
MM011	COMMEMORATION DAY CELEBRATION	Operational: Typical Work Streams: Community Development: Disability	R 100,000
MM012	DISABILITY EMPOWERMENT	Operational: Typical Work Streams: Communication and Public Participation: Mayoral/Executive Mayor Campaigns	R 100,000
MM013	WOMEN EMPOWERMENT	Operational: Typical Work Streams: AIDS/HIV, Tuberculosis and Cancer: Support and Distribution Programmes: AIDS/HIV	R 250,000
MM014	IMPLEMENTATION OF THE HIV/AIDS PLAN	Operational: Typical Work Streams: Strategic Management and Governance: Strategic Planning: Transformation and Related Matters	R 200,000
MM016	STRENGTHENING STRATEGIC PARTNERSHIPS	Operational: Typical Work Streams: Tourism: Tourism Development	R 500,000
TOU001	CREATIVE INDUSTRIES	Operational: Typical Work Streams: Tourism: Research on Tourism	R 400,000
TOU002	REVIEW TOURISM MASTERPLAN	Operational: Typical Work Streams: Tourism: Tourism Projects	R 1,350,000
TOU003	TOURISM MARKETING	Operational: Typical Work Streams: Tourism: Tourism Projects	R 400,000
TOU004	SBDM SMME SUPPORT PROGRAMME - TOURISM		R 134,304,018

Annexure "B"

Mandatory Performance Measures 2017/18

Mandatory Measure	SBDM
% of households with access to basic level of water	97%*
% of households with access to basic level of sanitation	83%*
% of households with access to basic level of electricity	NA
% of households with access to basic level of solid waste removal	96%*
% of households earning less than R1100 per monthly with access to free basic services	Not measured*
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	9 out of 16 (56%)
% of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received – operating grants divided by debt servicing payments	NA
Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for services	NA

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

Annexure "C"

ANNUAL PERFORMANCE OBJECTIVES BY VOTE – OPERATIONAL MEASURES

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

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

* Indicator supported and implemented across all Votes

Annexure "D"

Revenue by Source

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

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

CAPITAL BUDGET 2018/19

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
EXECUTIVE AND COUNCIL - GFS					
OFFICE OF THE MAYOR					
COUNCIL EXPENSES					
Swivel Chair	Furniture and Fittings	1	3,500	3,500	Accumulated Surplus
Fridge	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
				7,500	
TOTAL 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
Shredder	Office equipment	1	5,000	5,000	Accumulated Surplus
				13,500	
SPECIAL PROJECTS					
Colour Printer 3 in 1	Office equipment	1	20,000	20,000	Accumulated Surplus
External Hard Drive	Office equipment	1	1,000	1,000	Accumulated Surplus
Loud Haler	Office equipment	1	3,000	3,000	Accumulated Surplus
Laptop	Computer Equipment	2	15,000	30,000	Accumulated Surplus
				54,000	
TOTAL VOTE : OFFICE OF MUNICIPAL MANAGER				67,500	
DEPARTMENT : FINANCE AND CORPORATE SERVICES					
TOTAL : EXECUTIVE AND COUNCIL - GFS					
				75,000	
FINANCE AND ADMINISTRATION - GFS					
DEPARTMENT : FINANCE AND CORPORATE SERVICES					
CORPORATE SERVICES					
MANAGEMENT					
Projector	Office equipment	1	5,000	5,000	Accumulated Surplus
External Hard Drive	Office equipment	1	1,000	1,000	Accumulated Surplus
				6,000	
SECRETARIAT					
Laminator	Office equipment	1	3,000	3,000	Accumulated Surplus
				3,000	
ARCHIVES					
Photo Copier 3 in 1	Office equipment	1	10,000	10,000	Accumulated Surplus
Visitor Chairs	Furniture and Fittings	3	3,000	9,000	Accumulated Surplus
				19,000	
LEGAL SERVICES					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
TOTAL : CORPORATE SERVICES				43,000	

FINANCE MANAGEMENT					
Visitors Chair	Furniture and Fittings	4	3,000	12,000	Accumulated Surplus
				12,000	
REVENUE COLLECTION					
Computer Desktop	Computer Equipment	1	10,000	10,000	Accumulated Surplus
				10,000	
ASSET MANAGEMENT					
Swivel Chair	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Printer Bar Code	Computer Equipment	1	4,000	4,000	Accumulated Surplus
Vehicle Double cab	Vehicles	1	480,000	480,000	Accumulated Surplus
Sedan Vehicle	Vehicles	2	270,000	540,000	Accumulated Surplus
				1,031,000	
TOTAL : FINANCE				1,053,000	
INFORMATION TECHNOLOGY					
IT					
IT infrastructure	Office equipment	1	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 : INFORMATION TECHNOLOGY				444,000	
PROPERTY SERVICES					
ESTATES					
Airconditioners	Office equipment	5	15,000	75,000	Accumulated Surplus
TOTAL: PROPERTY SERVICES				75,000	
TOTAL VOTE : DEPARTMENT : FINANCE AND CORPORATE SERVICES				1,615,000	
TOTAL : FINANCE AND ADMINISTRATION - GFS				1,615,000	
PLANNING AND DEVELOPMENT - GFS					
DEPARTMENT : INFRASTRUCTURE DEVELOPMENT					
MANAGEMENT					
Swivel Chair	Furniture and Fittings	1	3,500	3,500	Accumulated Surplus
Filing Cabinet	Office equipment	1	5,000	5,000	Accumulated Surplus
				8,500	
PLANNING UNIT					
Laptop	Computer Equipment	2	15,000	30,000	Accumulated Surplus
				30,000	
VOTE TOTAL : DEPARTMENT : INFRASTRUCTURE DEVELOPMENT				38,500	
TOTAL : INFRASTRUCTURE DEVELOPMENT - GFS				38,500	

DEPARTMENT : PLANNING AND ECONOMIC DEVELOPMENT					
MANAGEMENT					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Swivel Chair	Furniture and Fittings	1	3,500	3,500	Accumulated Surplus
				18,500	
TOTAL VOTE : DEPARTMENT : PLANNING ANDD ECONOMIC DEVELOPMENT				18,500	
TOTAL : PLANNING AND ECONOMIC DEVELOPMENT - GFS				18,500	
Total Capital Budget				1,747,000	
FUNDING OF CAPITAL BUDGET					
SBDM - Accumulated Profits				1,747,000	
				1,747,000	

TARIFFS 2018/2019

1 COMPUTERISED INFORMATION

1.1 Computer Prints - per eyeline page	b	each	R 4.25
1.2 Computer Disks			
1.2.1 Basic service fee	b	each	R 295.00
1.2.2 Price per record (Inclusive of the price of the floppy disk)	b	each	R 10.00

2 FAXES

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

3 INTEREST RATE

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

A3	b	each	R 2.00
A4	b	each	R 1.00

5 PARKING

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

6.1 Rental - Internal	b	per m ²	R 80.00
6.2 Rental - External	b		

As per negotiated lease agreements

7 BID DOCUMENTS

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

8 GEOGRAPHICAL INFORMATION SYSTEM

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

9 ENVIRONMENTAL HEALTH

9.1 Certificate of Acceptability

b each

R 100.00

10 PROMOTION OF ACCESS TO INFORMATION ACT

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

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

a *Tariff exempt from VAT*

b *Tariff is standard rated and VAT inclusive*

DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2018/19

Objective	Strategy	Project	KPI/NI	Key Performance Indicator	Annual Target 2017/18	Department	GFS	2017/18 R's	30 Sep 2018 Target	31 Dec 2018 Target	31 Mar 2019 Target	30 Jun 2019 Target			
<p>DEVELOPMENT PRIORITY 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE Ensure that WSA/WSP functions have been reviewed and concluded by 2022</p>	<p>Assessment of the performance of the Water Function in the District</p>	<p>Assessment of the performance of the Water Function in the District by LMs to take back the function in terms of Water Service Authority (WSA) and/or Water Service Provider (WSP)</p>	1	Assessment of the performance of the Water Function in the District by LMs to take back the function in terms of Water Service Authority (WSA) and/or Water Service Provider (WSP)	Assessment of the performance of the Water Function in the District by LMs Completed	Planning and Infrastructure Services	Water	R 200,000	To be Determined	To be Determined	To be Determined	To be Determined			
			2	Installation of Water Meter in Makana	Installation of Water Meter in Makana Completed	Planning and Infrastructure Services	Water	R 1,000,000	To be Determined	To be Determined	To be Determined	To be Determined	To be Determined		
			3	Reviewed Ndlambe Zoning Scheme in terms of SPLUMA	Submission of Final Report to Ndlambe Local Municipality for adoption	Planning and Infrastructure Services	Planning & Development	R 300,000	Public Participation completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
			4	Reviewed of SBDM SDF	Public Participation completed	Planning and Infrastructure Services	Planning & Development	R 300,000	Status Quo Report Complete	Reviewing of Strategies and Objectives	Draft SDF Complete	Public Participation completed	Public Participation completed	Public Participation completed	
			5	Construction of an Inter-City Bus Terminal in Graaf-Reinet and Taxi Rank complete	Completion of Abolition facilities and shelters for Inter-City Bus Terminal in Graaf-Reinet and Taxi Rank completed	Planning and Infrastructure Services	Road Transport	R 1,000,000	Construction of abolition facility commenced	Completion of Abolition facilities and shelters	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
			6	Rural Roads Asset Management System -RRAMS (Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification, Maintenance Planning and Road Condition Assessments completed)	Rural Roads Asset Management System (RRAMS) set up for SBDM Condition Assessment for LMs	Planning and Infrastructure Services	Roads	R 2,240,000	To be Determined	To be Determined	To be Determined	To be Determined	To be Determined	To be Determined	To be Determined
<p>DEVELOPMENT PRIORITY 2: FINANCIAL VIABILITY AND MANAGEMENT To assist Municipalities to achieve and sustain unqualified audits by 2022 and annually thereafter.</p>	<p>Provision of assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes</p>	7	Provision of assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes	Provide assistance through 1 training workshops held in respect to GRAP compliance and new standards by making available financial management support to deal with issues raised in the LMs AG's management letter	NA	Finance and Admin	Finance and Admin	R 1,500,000	Administrative planning and preparation to hold workshop with 7 LMs at SBDM	Provide assistance through 1 training workshops held in respect to GRAP compliance for 7 LMs	Monitor and Evaluate 7 LMs for improved Financial Management process, policies, procedures and internal controls and dealing with specific AG findings in management letter and assisting with the preparation on the audit plan				
		8	Development Support to SMEs/Cooperatives in the Local Municipalities	2 SME's and 2 Cooperatives (financially and non-financially) supported in the District	Economic Development	LED	R 2,205,000	Establish partnerships with SEDA and ECDC on enterprise development (agp-processing and service sector)	Identify 2 SME's to be developed and supported	1 SME's and 1 Cooperative supported financially and non-financially	1 SME's and 1 Cooperative supported financially and non-financially	1 SME's and 1 Cooperative supported financially and non-financially			
<p>DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT Broaden economic participation and inclusion by increasing the number and support to small enterprises by 3%</p>	<p>Promote Social Economy Investment</p>	9	Development Support to SMEs/Cooperatives in the Local Municipalities	2 SME's and 2 Cooperatives (financially and non-financially) supported in the District	Economic Development	LED	R 2,205,000	Establish partnerships with SEDA and ECDC on enterprise development (agp-processing and service sector)	Identify 2 SME's to be developed and supported	1 SME's and 1 Cooperative supported financially and non-financially	1 SME's and 1 Cooperative supported financially and non-financially	1 SME's and 1 Cooperative supported financially and non-financially			
		10	Development Support to SMEs/Cooperatives in the Local Municipalities	2 SME's and 2 Cooperatives (financially and non-financially) supported in the District	Economic Development	LED	R 2,205,000	Establish partnerships with SEDA and ECDC on enterprise development (agp-processing and service sector)	Identify 2 SME's to be developed and supported	1 SME's and 1 Cooperative supported financially and non-financially	1 SME's and 1 Cooperative supported financially and non-financially	1 SME's and 1 Cooperative supported financially and non-financially	1 SME's and 1 Cooperative supported financially and non-financially		

Quarterly Performance Milestones 2017/18												
Objective	Strategy	Project	KPI Nr	Key Performance Indicator	Annual Target 2017/18	Department	GFS	2017/18 R's	30 Sep 2018 Target	31 Dec 2018 Target	31 Mar 2019 Target	30 Jun 2019 Target
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Building government to government partnerships	Implement DST annual programme/action plan	9	4 DST meetings held within the District in all 7 LMs. 2 LED capacity building programmes implemented	Host 4 DST meetings and facilitate 2 LED capacity building programmes	Economic Development	LED	R 100,000	1st DST meeting held. Capacity Building Programme implemented.	2nd DST meeting held.	3rd DST meeting held. 2nd LED Capacity Building Programme implemented.	4th DST meeting held and 2018/19 Action Plan developed
Invest in natural capital to contribute to government's target of creating 20,000 'green' and 'blue' jobs by 2020.	Create new generation green and blue economy jobs rooted in renewable energy	Facilitating 2 IPP forum meetings. Participate in 2 Nuclear and Shale Gas sessions. Participate in 3 Oceans Economy meetings.	10	Facilitating 2 IPP forum meetings. (2 inland and 2 coastal). Participate in 2 Nuclear and Shale Gas meetings. Support the development of a business plan for an apprenticeship programme for District Youth in the Energy and Oceans Economy	Facilitating 2 IPP forum meetings in the coast and 2 IPP forum meetings inland. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings.	Economic Development	LED	R 200,000	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.	Conduct Skills Audit for Maritime and Energy sectors. 1 IPP meeting for the Coast held. Host a SA Youth in Nuclear Society meeting.	Develop business plan for apprenticeship programme for District Youth in the Energy and Oceans Economy.	1 Shale Gas consultation/meeting session held
To position the District as a nationally recognised tourism brand	To showcase the District as a distinctive brand, and communicate these two markets	Tourism Marketing	11	To conduct review and implementation of the tourism marketing strategy for the District through participation in 2 Exhibitions, Placement of 2 media adverts, producing marketing materials (2 seasonal cycles), and conduct 1 seasonal campaign.	Tourism marketing strategy reviewed and implemented for the District through participation in 2 Exhibitions, Placement of 2 media adverts, producing marketing materials (2 seasonal cycles), and conduct 1 seasonal campaign.	Economic Development	Tourism	R 1,544,000	Review and formulate implementation plan of the Tourism Marketing strategy.	Implement Tourism marketing Strategy through Participation at the Gateway show in Johannesburg. Placements of 1 Advertisement in 1 medium and conduct summer campaign and print 7 wonders area brochures.	1 Additional Placements in 1 medium, and conduct summer campaign.	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 sector investment in Tourism infrastructure	Review of the Tourism Masterplan	12	Review of the Tourism Masterplan	Tourism Masterplan reviewed	Economic Development	Tourism	R 400,000	Terms of references completed and Bid advertised	SJA signed and review of the Tourism Master plan commence.	Draft Tourism Masterplan presented to Steering Committee	Masterplan completed
Developing skills and education base by increasing the number of semi-skilled and skilled by 5%.	To promote creative arts and talent development	Complete Creative Industry Strategy	13	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	Strategy completed	Implement 1 recommended project from the strategy
Increase agricultural income to achieve a 1% year on year growth in the agriculture and agri-processing sectors	Facilitate investment in local and regional agri-industry plant to increase product demands and improve prices	Agricultural mentorship programmes. Facilitation of DMAC meetings for Agri-Parks	14	1 Meeting with stakeholders in the District for Agri-Parks held. 2 mentorship sites active. Mentorship programme is evaluated.	1 Meeting with stakeholders in the District for Agri-Parks held. 2 mentorship sites active. Mentorship programme is evaluated.	Economic Development	LED	R 200,000	1 Meeting held for Agri-Parks site in Kooxvale active and 1 Youth in Agriculture is identified.	1 new site for Youth in Agriculture is active. Stakeholders Workshop on mentorship is held.	Kooxvale site monitored and evaluated.	Mentorship programme evaluated
DEVELOPMENT PRIORITY 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION Well capacitated municipalities on Building in-house capacity in LMs so that they can perform their functions and stabilise institutional systems	Well capacitated municipalities on Building in-house capacity in LMs so that they can perform their functions and stabilise institutional systems	Support and Capacity Building to the 7 LMs in the District (PMS, By-Laws, SPLUMA etc. as required by LMs)	15	Support and Capacity Building to the 7 LMs in the District (PMS, By-Laws, SPLUMA etc. as required by LMs)	Support and Capacity Building to the 7 LMs in the District (PMS, By-Laws, SPLUMA etc. as required by LMs)	Municipal Manager	Planning and Development	R 1,500,000	Planning and development of support plans for the 7 LMs in terms of their requirements (PMS, By-Laws, SPLUMA etc. as required by LMs)	Capacity Building and Support for the 7 LMs commence in terms of support plans for PMS, By-Laws, SPLUMA etc. as required by LMs)	50% of Capacity Building and Support completed in terms of support plans for PMS, By-Laws, SPLUMA etc. as required by LMs)	100% of Capacity Building and Support completed in terms of support plans for LMs (PMS, By-Laws, SPLUMA etc. as required by LMs)
DEVELOPMENT PRIORITY 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT To provide effective fire fighting to all LMs in the district by 2022	To provide effective fire fighting to all LMs in the district by 2022	Development of a Support Strategy for Local Municipalities	16	Development of a Comprehensive Support Strategy for 7 Local Municipalities	Comprehensive Support Strategy Plan developed for 7 Local 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 LMs	Implementation of the Comprehensive Strategy for the seven LM	Continuation of the implementation of the support strategy
			17									

Quarterly Performance Milestones 2017/18												
Objective	Strategy	Project	KPI #	Key Performance Indicator	Annual Target 2017/18	Department	GFS	2017/18 R's	30 Sep 2018 Target	31 Dec 2018 Target	31 Mar 2019 Target	30 Jun 2019 Target
		Fire Fighting Training	18	Training of Fire Fighters complete	Fire Fighting Training complete	Planning and Infrastructure Services	Public Safety	R 700,000	To be Determined	To be Determined	To be Determined	To be Determined
		Fire Functionality Assessment (Recall of Function)	19	Fire Functionality Assessment	Fire Functionality Assessment Complete	Planning and Infrastructure Services	Public Safety	R 400,000	Final Fire Functionality Assessment Completed	Not Applicable	Not Applicable	Not Applicable
	Provide resources	Construction of the Paterson Emergency Disaster Centre	20	To construct the Paterson Emergency Disaster Centre	Construction of Disaster Emergency Centre in Paterson completed	Planning and Infrastructure Services	Public Safety	R 200,000	To be Determined	To be Determined	To be Determined	To be Determined
		Upgrading of Fire Station in Alcedale, Makana LM	21	Upgrading of Fire Station in Alcedale, Makana LM	Upgrading of Fire Station in Alcedale Completed	Planning and Infrastructure Services	Public Safety	R 1,500,000	To be Determined	To be Determined	To be Determined	To be Determined
		Upgrading of Fire Station in Kareedouw, Koukamma LM	22	Upgrading of Fire Station in Kareedouw, Koukamma LM	Upgrading of Fire Station in Kareedouw Completed	Planning and Infrastructure Services	Public Safety	R 1,500,000	To be Determined	To be Determined	To be Determined	To be Determined
		Disaster Management Plans for SBDM (7 LMs)	23	Development of Disaster Management Plans for SBDM (7 LMs)	Disaster Management Plans for SBDM (7 LMs) Completed	Planning and Infrastructure Services	Public Safety	R 2,000,000	To be Determined	To be Determined	To be Determined	To be Determined
		Environmental Health Services Assessment (to take back function)	24	Environmental Health Services Assessment (to take back the function)	Final Environmental Health Services Assessment (to take back the function) Complete	Planning and Infrastructure Services	Planning & Development	R 300,000	Submission of the Draft Environmental Health Services Assessment	Final Environmental Health Services Assessment Completed	Not Applicable	Not Applicable
17	Implemention of Environmental Health Services effectively to all LMs	Implementation of the HIVAIDS Plan in the District	25	100% Implementation of the HIVAIDS Plan in the District	HIV/AIDS Plan implemented through HCT, TB and STI Campaigns and Door to Door campaign	Municipal Manager	Community and Social Service	R 220,000	Empowerment Session (focusing on sexual and reproductive health and rights and the link TB at schools campaign) and HCT and STI drives, 2 Community Dialogues on Gender-Based Violence (GBV) in the 7 LMs	Hosting of District Wide Aids Day, 2 Day Plans (Community Dialogues, Anti-substance abuse and GBV), Support financially and capacitate 2 Community based Organisations CSO's	Support Makana LAC and DAC (Support in Establishing the LAC and Development of an Operational Plan)	Conduct Internal (SBDM) HIV Counselling Testing (HCT) Programme

EXECUTIVE MAYOR

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

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



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

KHUNJUZA 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.
- 1.2 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 -

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

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 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 above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

6. EVALUATING PERFORMANCE

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

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

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

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.

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: -

1. That the evaluation period be no less than 6 months
2. 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**.

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 of..... 2017

AS WITNESSES:

1. _____

EMPLOYEE

2. _____

AS WITNESSES:

1. _____

EXECUTIVE MAYOR/ MAYOR

2. _____

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Ted Pillay

2017/2018

Municipal Manager

Municipal Managers Office

PERFORMANCE PLAN : Ted Pillay (Municipal Manager) 2017/2018							Targets			
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018	
KPA 1. BASIC SERVICE DELIVERY General	100% of SDBIP (operational and capital projects) implemented.	Ensure 100% implementation and spending of SDBIP projects in Infrastructure and Planning Services Department	100% implementation	SDBIP quarter report and Annual Performance Report	14.5%	1st Q SDBIP REPORT submitted to MAYCO and COUNCIL	2nd Q SDBIP REPORT submitted to MAYCO and COUNCIL	3rd Q SDBIP REPORT submitted to MAYCO and COUNCIL	100% implementation	
			100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2016/17	SBDM EE Plan	3.6%	Full compliance to EE Plan targets for 2016/17 and EE Act	Full compliance to EE Plan targets for 2016/17 and EE Act	Full compliance to EE Plan targets for 2016/17 and EE Act	Full compliance to EE Plan targets for 2016/17 and EE Act	
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION General	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% implementation of employee workplace skills plan in place	Employee workplace skills plan	3.6%	NA	Report against plan	NA	R300,000 spent and recorded as a figure and %	
			100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2016/17	SBDM EE Plan	3.6%	Full compliance to EE Plan targets for 2016/17 and EE Act	Full compliance to EE Plan targets for 2016/17 and EE Act	Full compliance to EE Plan targets for 2016/17 and EE Act	Full compliance to EE Plan targets for 2016/17 and EE Act	
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT General	Exercise financial control over SBDM	Annual approved budget	Approved budget by 31 May	Council minutes	12.7%	NA	Roll-over budgets received	Draft budget approved by 31 March	Budget approved by 31 May	
			Operating Expenditure variance not to exceed 10%	Within 10% of actual expenditure	Annual financial statements	7.3%	NA	Projected expenditure within 10%	NA	Actual expenditure within 10%
			Delivery of financial statements to OAG on or before 31 August	Delivery of statements by 31 August annually	Proof of delivery	12.7%	Financial Statements delivered	NA	NA	NA
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Conduct educational workshops and community dialogues in partnership with	100% Implementation of the HIV/AIDS Plan in the District (MMO00198)	100% implementation	Quarterly SDBIP Report and Annual Performance Report	9.1%	NA	NA	NA	100%	
			HIV/AIDS Plan implemented through HCT, TB and STI Campaigns and Door to Door campaign	Report	% Empowerment Session (focusing on sexual and reproductive health and rights and the kick TB at schools campaign) and HCT and STI drives, 2	Hosting of District Wide Aids Day, 2 Dev Plans (Community Dialogues, Anti-substance abuse and GBV), Support financially and capacitate	Support Makana LAC and DAC (Support in Establishing the LAC and Development of an Operational Plan)	Conduct Internal (SBDM) HIV Counselling Testing (HCT) Programme		

CORE COMPETENCY REQUIREMENTS (CCR's) : Ted Pillay (Municipal Manager)
2017/2018

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
CCR 1. MANAGERIAL Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL Financial Management	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

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

Handwritten signatures and initials:
C.B.
B.B.
K.A.
K.A.

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.
- 1.5 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 -

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

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 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.

Handwritten initials and signatures:
CMB
BB
[Signature]

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

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

Handwritten notes:
 NY OMB
 BB.
 KA
 AT

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

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	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.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

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

Handwritten signatures and initials:
 A large signature, possibly "A. B. B.", is written over the table. To its right are initials "C.B." and "14A".

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Service Delivery Innovation		
Problem Solving and Analysis		
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 legislative an national policy frameworks	✓	20%
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
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:

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

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

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

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

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

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

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September	Before end October 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.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

10. CONSULTATION

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

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

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

That the evaluation period be no less than 6 months
 That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

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

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12. DISPUTE RESOLUTION

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

whose decision shall be final and binding on both parties.

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

13. GENERAL

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

Thus done and signed at PORT ELIZABETH on this the 14TH day of JULY 2017

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

2. [Signature]

AS WITNESSES:

1. [Signature]

[Signature]
MUNICIPAL MANAGER

2. [Signature]

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Riaaz R. Lorgat

2017/2018

Director: Finance and Corporate Services
Finance and Corporate Services

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6.B (initials)
KA (initials)

2018/01/30

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

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services) 2017/2018								
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2017/2018	December 2017/2018	March 2017/2018 June 2017/2018
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								
General	Co-ordinate recruitment and selection processes	Recruitment process completed within 12 weeks	100% compliance to the 12 week turnaround time by HR	Log	1.9%	100% completed	100% completed	100% completed
	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2017/18	100% done	SBDM EE Plan Log	1.9%	100%	100%	Full compliance to EE Plan targets for 2017/18 and EE Act
	A legally compliant municipality	Ensure 100% disciplinary hearings organised within 2 months after service of notice of misconduct. Conclude/Finalise all legal cases	4 Quarterly Reports on all legal cases	Quarterly Reports	1%	Quarterly Report on all legal cases	Quarterly Report on all legal cases	Quarterly Report on all legal cases
	Training	90% Implementation of Skills Development Plan for F&CS	100% Approved Implementation and Expenditure	Proof of completed courses, budget spent aligned to skills development plan	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
	Exercise financial control over SBDM	Preparation of and 90% implementation of the SBDM WSP	90% recorded as of actual	Correspondence (Mayoral, MM, Directors) Council approved policies	1.9%	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual
	Develop and submit budget related policies to the Council in May	Develop and submit budget related policies to the Council in May	Approved budget related policies	Council approved policies	1.9%	n/a	n/a	Budget related policies submitted to Council in May
	To ensure that the PMS is implemented and maintained in accordance with Legislation	Ensure that all F&CS performance reviews 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	100%	Performance review report (all officials) 4th quarter	2.9%	PMS reports	PMS reports	PMS reports
	To maintain harmonious and relations	NO labour matter in the agenda unresolved / not dealt within 6 months	All labour matters resolved within 6 months	Minutes of meetings	1.9%	All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved within 6 months
	Ensure that the Municipality	Completion of the OHASA quarterly safety	8 x Checklists for OHASA Compliance	4 x checklists	1%	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors

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 2018/01/30

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

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2017/2018	December 2017/2018	June 2017/2018
To ensure the CDA is sustainable	complies with legislation applicable to it	checklist for 2nd and 4th Floors	for 2nd and 4th Floor	Report to Council	3.9%	Report to Council with recommendations on sustainability and viability of the CDA	NA	NA
	To ensure the implementation of decisions	Compilation of a report on the sustainability and viability of the CDA	Report to Council with recommendations on sustainability and viability of the CDA	Report	3.9%	NA	NA	100% Strategic decisions implemented
	To ensure implementation of decisions	Implementation of all decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	4.9%	NA	NA	80 jobs evaluated in the SBDM and LM's
	Ensure that Job Evaluation of positions in the SBDM and LM's are completed	Ensure 80 job/positions are evaluated in SBDM and LM's	80 Job positions are evaluated in the SBDM and LM's	Report	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
To assist Municipalities to achieve and sustain clean audits by 2022 and annually thereafter.	To ensure effective Council Meetings administration	Timely compilation and finalisation of minutes 5 working days from meeting	Compilation of minutes within the prescribed time	Agendas/Minutes	4.9%	Administrative planning and preparation to hold workshop with 7LM's at SBDM	Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's	Monitor and Evaluate 7 LM's for Improved Financial Management process, policies, procedures and internal controls and dealing with specific AG findings in management letter and assisting with the preparation on the audit plan
	Improve corporate governance systems both in the district and LM's.	Provision of assistance to 7 LM's in respect to GRAP compliance to Improve Audit Outcomes and Financial Sustainability (FIN00191)	Improvement of Audit Outcomes in 7 LM's in 2017/18. Financial Sustainability reports adopted by the 7 LM's	Report	8.7%	roll-over budgets received	Draft budget tabled	Approved budget by 31 May annually
	Exercise financial control over SBDM	Delivery of a credible funded budget	Adopted budget	Adoption by Council	8.7%	Response provided to Draft Management letter	Final letter included in annual report	NA
General		Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of the prescribed framework	Delivered on or before 31 August	Proof of delivery	1.9%	projected expenditure within 10%	NA	90% of project budget implemented

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PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
Adherence to budgetary matters		Collection of outstanding debt and conditional grants	95%	Financial statements	1% NA	NA	NA	less than 5%	
To ensure financial sustainability		10% of savings in the operating budget	10%	Financial statements	1.9% NA	NA	NA	10%	
		Achieving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	Balanced cash flow for year	Financial statements	2.9% NA	NA	NA	Balanced cash flow. Meeting financial commitments	
Lobby for funding		4 submissions to sector departments / possible funders for Finance and Corporate Services	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	4.9%: 1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Ensure that capacity support to LMs is given priority	Development, Approval and Implementation of a Capacity Building and Support Strategy for Finance and Corporate Services	3 Reports to MM	Plan and 3 reports	4.9% Capacity building plan for Finance and Corporate Services Developed	Report to MM	Report to MM	Report to MM	
	Ensure that the Municipality complies with Legislation applicable to it	Delivery of consolidated financial statements to OAG on or before 30 September annually	Delivered on or before 30 September	Proof of delivery	4.9% Statements delivered on or before 30 September	Response provided to Draft Management letter	Final letter included in annual report	NA	
		100% Legal compliance to all key legislation applicable in MFMA Regulations and Systems Act	100%	MFMA checklist complete with comments; In-year reporting	1.9%: 100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	
	Risk Management	Ensure that sufficient and effective controls are in place to management risks (Risk Management Register, Meetings held and Annual Risk Management Workshop)	100% of the Risk Register updated 20 days after each quarter	Updated Risk Register	2.9% Updated Risk Register	Updated Risk Register	Updated Risk Register	Updated Risk Register	
	Exercise financial control over SBDM	Receipt of a favourable Audit Report as per the agreed scoring criteria ("Clean" - 5, Unqualified)	Clean Audit Report	Clean Audit Report from AG	9.7% NA	Response provided to Draft Management letter	Receipt of a Favourable Audit Report in terms of agreed criteria and	NA	

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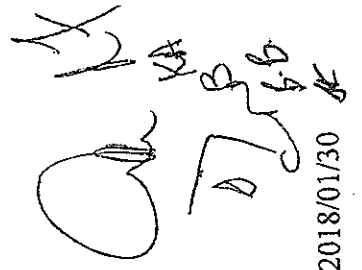
PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services) 2017/2018					Targets				
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
		with minor matters 4, Unqualified with major matters 3, Disclaimer 2, Adverse 1	100% compliance to internal controls	Internal Audit reports and AG Reports		3% NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports		2.9% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on implementation of Council Resolutions		1.9% 100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department

CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services) 2017/2018					Targets		
Core Competency Requirement	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
CCR 1. MANAGERIAL Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL Financial Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and Implementation within the legislative and national	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a	20%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services)

		2017/2018					
		Targets					
Core Competency Requirement	Annual Target	Proof	Weighting	September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
policy frameworks Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	written report Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines



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 2018/01/30

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 -

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

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st 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 above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

6. EVALUATING PERFORMANCE

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

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

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September	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, 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** aton this the..... day of..... **2018**

AS WITNESSES:

1. _____

EMPLOYEE

2. _____

AS WITNESSES:

1. _____

MUNICIPAL MANAGER

2. _____

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Unati Daniels

2017/2018

**Director: Planning and Economic Development
Planning and Economic Development**

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
KPA 1. BASIC SERVICE DELIVERY									
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Building 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 LM's. 2 LED capacity building programmes implemented	Report	% 1st DST meeting held. 1st LED Capacity Building Programme Implemented.	2nd DST meeting held.	3rd DST meeting held. 2nd LED Capacity Building Programme Implemented.	4th DST meeting held and 2018/19 Action Plan developed	
To position the District as a nationally recognised tourism brand	To showcase the District as a distinctive brand, and communicate these two markets	"To conduct review and implementation of the tourism marketing strategy for the District through participation in 2 Exhibitions, Placement of 2 media adverts, producing marketing materials (2 cycles) and conduct 1 seasonal campaign. (DEV00186)	"Tourism marketing strategy reviewed and implemented for the District through participation in 2 Exhibitions, 2 Placement of media adverts, producing marketing materials (2 cycles) , and conducting 1 seasonal campaign. (DEV00186)	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.	1 Additional Placements in 1 medium, and conduct summer campaign.	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 sector investment in Tourism Infrastructure Investment	Review of the Tourism Masterplan (DEV00187)	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. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in the performance reviews	Record of training in accordance with Performance reviews	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% Remaining unit standards achieved	All unit standards fully completed	NA	NA	
	To ensure implementation of	100% implementation of decisions for	100% Strategic decisions	Report	9.8% NA	NA	50% Strategic decisions implemented	100% Strategic decisions	

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2017/2018	December 2017/2018	March 2017/2018
	decisions	Department taken at Strategic Planning Sessions	Implemented for the Department					June 2017/2018 implemented
	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of SBDM's EE plan and EE Act as per the plan	100% implementation and monitoring of SBDM's EE plan and EE Act targets for 2015/16	SBDM EE Plan	3.3%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)								
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 3%.	Promote social economy investments	Combination of 2 SME's and Cooperatives (financially and non-financially) supported in the District (DEV00183)	2 SME's and Cooperatives in the District supported financially and non-financially	Report	%	Establish partnerships with SEDA and ECDC on enterprise development (agri-processing and service sector)	Identify 2 SME's to be developed and supported	100% Implementation of the Enterprise Development programme
Invest in natural capital to contribute to government's target of creating 20,000 'green' jobs by 2020.	Create new generation green and blue economy (les) jobs rooted in renewable energy	Trade and Investment Web-based system developed and continually updated	Functional Website in place	Website	3.3%	Develop content	Trade and investment portal finalised	Functional Website in place
Developing skills and education base by increasing the number of semi-skilled and skilled by 5%.	To promote creative arts and talent development	Facilitating 2 IPP forum meetings. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings. (DEV00185)	Facilitating 2 IPP forum meetings. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings.	Report	%	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.	Conduct Skills Audit for Maritime and Energy sectors. 1 IPP meeting for the Coast held. Host a SA Youth in Nuclear Society meeting.	Develop business plan for apprenticeship programme for District Youth in the Energy and Oceans Economy. 1 Shale Gas consultation session held
Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing	Facilitate investment in local and regional agro-processing plant to increase product demands and improve prices	To finalise Creative Industries strategy for the District Municipality (DEV00188)	Strategy completed	Report	%	Draft strategy completed	Strategy presented to Steering Committee	Strategy completed
		1 Meeting with stakeholders in the District for Agriparks held. Mentorship implemented for Emerging Farmers. Monitoring and Evaluation conducted	1 Meeting with stakeholders in the District for Agriparks held. 2 mentorship sites active. Mentorship programme is evaluated.	Report	%	1 Meeting held for Agriparks. 1 site in Koodovale active and 1 Youth in Agriculture is identified.	1 new site for Youth in Agriculture is active. Stakeholders Workshop on mentorship is held.	Koodovale site monitored and evaluated. Mentorship programme site evaluated

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018	
sectors.		in 1 LM's. (DEV00199)								
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%	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	NA	
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
General	Exercise financial control over SBDM	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	13.1% NA	Projected expenditure within 10%	NA	NA	90% of project budget implemented	
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
General	Ensure that capacity support to LM's is given priority	Implementation of the CDM Capacity building strategy - Economic Development	Evidence of assistance to 9 LM's	Plan and reports	11.5%	Draft capacity building and support program developed	Report tabled and confirmed with LM's	Report to Capacity Building Manager	Evidence of assistance to 9 LM's	
		Implementation of 2 projects from partnership with other city municipalities	Implementation of project arising out of partnership	Reports	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 O'HASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	1.6%	1st checklist completed and quarterly meeting held1	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held	
	Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	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	100% compliance to policy	100% compliance to policy	100% compliance to policy	
	A legally compliant municipality	No repeat findings raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	3.3% NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA	NA	
	Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of	Clean Audit Report	Clean Audit Report from AG	6.6% NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in	NA	NA	

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
	To ensure effective Council Meetings administration	a Clean Audit Report 100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on implementation of Council Resolutions	3.3% 100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
	To ensure efficient and effective service delivery	100% implementation of the Back 2 Basics Plan of ED	100% implementation of the Back 2 Basics Plan issues pertaining to ED	Report	6.6% 100% implementation of Back 2 Basics Plan for ED	100% implementation of Back 2 Basics Plan for ED	100% implementation of Back 2 Basics Plan for ED	100% implementation of Back 2 Basics Plan for ED	100% implementation of Back 2 Basics Plan for ED
	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% reviews done and performance challenges addressed into targets in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	3.3% 100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed into targets in Performance Plans	100% 3Q reviews done and performance challenges addressed into targets in Performance Plans	100% 4Q reviews done and performance challenges addressed into targets in Performance Plans	100% 4Q reviews done and performance challenges addressed into targets in Performance Plans

CORE COMPETENCY REQUIREMENTS (CCRs) : Unati Daniels (Director: Planning and Economic Development)
2017/2018

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2. OCCUPATIONAL							
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

CORE COMPETENCY REQUIREMENTS (CCR's) : Unati Daniels (Director: Planning and Economic Development)

2017/2018

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2017/2018	December 2017/2018	March 2017/2018
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	10%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and implementation within the legislative and national policy frameworks						June 2017/2018 Displays standard aligned to that recommended in the MSA competency guidelines 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 -

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

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st 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 above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

6. EVALUATING PERFORMANCE

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

6.5 The annual performance appraisal will involve:

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

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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

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

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

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September	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 aton this the..... day of2018

AS WITNESSES:

1. _____ **EMPLOYEE**

2. _____

AS WITNESSES:

1. _____ **MUNICIPAL MANAGER**

2. _____

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Theodora Betha

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2017/2018

Dir: Infra Development and Community Services
Infrastructure Development and Community Services

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services) 2017/2018									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
KPA 1. BASIC SERVICE DELIVERY									
To provide costed infrastructure plans	Appointment of experienced professional team	Ten-year District-Wide Infrastructure Plan completed (INF00176)	Ten year Infrastructure Plan Developed for SBDM	Report	%	Data on Infrastructural needs (Water, Sanitation, Roads, ect.) collected from 3 LM's	Data on Infrastructural needs (Water, Sanitation, Roads, ect.) 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	%	% 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 Ndlambe Zoning Scheme (INF00178)	Submission of Final Report to Ndlambe Local Municipality for adoption	Report	%	% 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 transportation projects	Construction of Ablution facilities and shelters for Inter-City Bus Terminal and Taxi Reinert and Taxi Rank completed (INF00179)	Completion of Ablution facilities and shelters for Inter-City Bus Terminal and Taxi Rank completed	Report	%	% Bid document completed for procurement of service provider	Appointment of a service provider	Construction of abluion facility commenced	Ablution facility and shelters completed
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms over 5 years	Implementation of roads projects as mandated by LMs	Rural Roads Asset Management System set up for SBDM (INF00180)	Rural Roads Asset Management System Road Condition Assessment for LMs	Report	%	% 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
To provide effective fire fighting to all LMS in the district by 2022	Provide fire fighting capacity	Upgrading of Rietbron Roads & Stormwater (paving) (INF00181)	Construction of 500mm 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
		Restoration and standardisation of 42 Fire Hydrants in Ndlambe (INF00192)	Restoration and standardisation of 42 fire hydrants in Ndlambe	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

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
To effectively monitor and jointly manage environmental health services (EHS) in all the LMs	Provide resources	Fighters complete (INF00193)	Training complete	Report		complete for procurement of service provider	service provider	Fighters commences	Fighters completed
		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
		Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	3.9%	All Agreements signed	NA	NA	NA
To effectively monitor and jointly manage environmental health services (EHS) in all the LMs	Provide resources	Construction of Paterson Emergency Disaster Centre (INF00195)	Construction of Disaster Emergency Centre in Paterson completed	Report	%	Appointment of a consultant	Project designs complete	Bid document complete for procurement	Appointment of a contractor
		Upgrading of Electricity Supply for Ndlabambe Integrated Emergency Centre completed (INF00196)	Upgrading of Electricity Supply for Ndlabambe Integrated Emergency Centre completed	Report	%	Upgrading of Electricity Supply for Ndlabambe Integrated Emergency Centre completed	Not Applicable	Not Applicable	Not Applicable
		Environmental Health Services Assessment (INF00197)	Environmental Health Services Assessment Complete	Report	%	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. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	To ensure training and development takes place in accordance of the requirements of the department	100% of the department's T&D needs identified through reviews sent to SDO	Record of training in accordance with the needs of the department through reviews	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 at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action
		Ensure that capacity support to LM's is given priority	Evidence of reviewed strategy and support to LM's	Report on capacity building to LM's	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	100% compliance	Reports on unit	1.3%	15% of unit standards	30% of unit standards	45% of unit standards	50% of unit standards

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2017/2018	December 2017/2018	March 2017/2018
To establish an SBDM institution to its area of jurisdiction by 2020	National Treasury Competency Requirements	Compliance to National Treasury Competency Requirements	of unit standards achieved	standards 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% NA	INA	50% Strategic decisions implemented	100% Strategic decisions implemented
	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	2.6%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
To promote integration between spatial	Relocation SBDM offices 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%	Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Building for CDM secured in Kirkwood
	KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)							
General	Lobby for funding	4 Successful submissions to sector departments / possible funders for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	7.8%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
	KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT							
General	Exercise financial control over SBDM	Department operating budget within 10%	Within 10% of budget	Annual financial statements	1.3%	Within 10% of budget	Within 10% of budget	Within 10% of budget
		At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	10.4%	NA	Projected expenditure within 10%	90% of project budget implemented
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
To promote integration between spatial	Implementation of transportation projects	An approved IDP	IDP approved by 31st May annually	Council minutes	10.4%	Analysis phase commenced	Consultation completed	IDP Adopted
							Draft IDP submitted to Council	

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
planning and transportation planning to achieve sustainable human settlements	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% reviews done and performance challenges addressed to targets in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	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 to targets in Performance Plans	100% 3Q reviews done and performance challenges addressed to targets in Performance Plans	100% 4Q reviews done and performance challenges addressed to targets in Performance Plans
General	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%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to management risks in the institution	100% controls in place to manage risks	Internal Audit reports	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%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.6%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	6.5%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on implementation of Council Resolutions	2.6%	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
	To ensure	100%	100%	Report	6.5%	100% implementation of	100% implementation of	100% implementation of	100% implementation of

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)
2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	
To mitigate disaster events in all LMs by 2022	effective and efficient service delivery Provide capacity to LMs on Disaster Management	implementation of the Back 2 Basics Plan of I&P Assist local municipalities in developing their disaster plans	implementation of the Back 2 Basics Plan issues for I&P Disaster Management Plans developed	Council resolutions of Various local municipalities wrt their Disaster Plans	3.9%	Back 2 Basics Plan for I&P First draft tabled to the forums of 4 Municipalities	Back 2 Basics Plan for I&P First Draft of the other 4 Municipalities tabled in respective forums	Back 2 Basics Plan for I&P Draft documents go through various structures of various Municipalities	June 2017/2018 Back 2 Basics Plan for I&P 8 local Municipality disaster plans developed

CORE COMPETENCY REQUIREMENTS (CCR's) : Theodora Betha (Dir: Infra Development and Community Services) 2017/2018						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2017/2018	December 2017/2018	March 2017/2018
CCR 1. MANAGERIAL						
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Programme and Project Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL						
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	16.7%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12.5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12.5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	8.3%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

ANNEXURE L

Eastern Cape: Sarah Baartman District Municipality(DC10) - Schedule of Service Delivery Standards Table 2018/19		
Standard	Service Level	
Solid Waste Removal		
Premise based removal (Residential Frequency)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District	
Premise based removal (Business Frequency)		
Bulk Removal (Frequency)		
Removal Bags provided(Yes/No)		
Garden refuse removal Included (Yes/No)		
Street Cleaning Frequency in CBD		
Street Cleaning Frequency in areas excluding CBD		
How soon are public areas cleaned after events (24hours/48hours/longer)		
Cleaning 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/NO drop)	Water quality testing is performed by the District Municipality for the Local Municipalities within the District. The Local Municipalities have different water quality ratings.	
Is free water available to all? (All/only to the indigent consumers)	Water is only free to indigents	
Frequency of meter reading? (per month, per year)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District	
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)		
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)		
One service connection affected (number of hours)		
Up to 5 service connection affected (number of hours)		
Up to 20 service connection affected (number of hours)		
Feeder pipe larger than 800mm (number of hours)		
What is the average minimum water flow in your municipality?		
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		
How long does it take to replace faulty water meters? (days)		
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)		
Electricity Service		
What is your electricity availability percentage on average per month?	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District	
Do your municipality have a ripple control in place that is operational? (Yes/No)		
How much do you estimate is the cost saving in utilizing the ripple control system?		
What is the frequency of meters being read? (per month, per year)		
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)		
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)		
Are accounts normally calculated on actual readings? (Yes/no)		
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		
How long does it take to replace faulty meters? (days)		
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)		
How effective is the action plan in curbing line losses? (Good/Bad)		
How soon does the municipality provide a quotation to a customer upon a written request? (days)		
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)		
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)		
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)		

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

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

Sarah Baartman District Municipality 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.

Print Name UNATI DANIELS
Municipal Manager of Sarah Baartman District Municipality

Signature 

Date 28 MAY 2018