



**Sarah Baartman**

DISTRICT MUNICIPALITY

*Province of the Eastern Cape*

*progress through development*

# Medium-Term Budget

2019/20 – 2021/22

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# **PART 1**

# **ANNUAL BUDGET**

# **CHAPTER 1**



## **Mayor's Report**

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**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 22 May 2019)*

# **CHAPTER 2**



# **Resolutions**

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## **CHAPTER 2**

### **RESOLUTIONS**

#### **Capital Budget**

##### **IT IS RECOMMENDED**

That the annual capital budget of R1.4 million for the year 2019/2020 and the estimates for the two projected outer years 2020/2021 and 2021/2022 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 R149 million and the Operating Expenditure of R149 million for the Sarah Baartman District Municipality for the financial year 2019/2020, and the indicatives for the projected medium term period 2020/2021 and 2021/2022 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 2019/2020 – 2021/2022 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 2019/2020 financial year.



## Service Level Standards

### IT IS RECOMMENDED

That the Service Level Standard for 2019/2020 Medium Term Revenue Expenditure Framework attached as Annexure “L” be adopted

## Procurement Plan

### IT IS RECOMMENDED

That the Procurement Plan for 2019/2020 Medium Term Revenue Expenditure Framework attached as Annexure “M” 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 2019/2020 and the estimates for the two projected outer years 2020/2021 and 2021/2022 for the Cacadu District Development Agency be approved.

That the annual Operating Revenue of R14.9 million and the Operating Expenditure of R14.8 million for the Cacadu District Development Agency for the financial year 2019/2020, and the indicatives for the projected medium term period 2020/2021 and 2021/2022 be approved.

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

That the supporting information contained in the 2019/2020 – 2021/2022 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**

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## **CHAPTER 3**

### **EXECUTIVE SUMMARY**

The Sarah Baartman District Municipality's projected overall spending envelope for the 2019/2020 Medium Term Budget (MTB) amounts to R149 million. Approximately R1.4 million will be invested in the office building infrastructure, vehicles, furniture and equipment.

The 2019/2020 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 R64.1 million in the 2018/2019 to R66 million in the 2019/2020 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 93, the National Treasury reminded municipalities once again of all the previous Budget Circulars' issued and highlighted important factors to consider when preparing the current 2019/2020 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 2019/2020 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:

<b>Cost item</b>	<b>Cost containment measure</b>
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 2019/20 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 in a 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 twelve 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 2012/2020 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**

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## **CHAPTER 4**

### **ANNUAL BUDGET TABLES**

The Sarah Baartman District Municipality's projected overall spending envelope for the 2019/2020 MTREF amounts to R149 million. Approximately R1.4 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 R149 million for the 2019/2020 financial year. This estimate represents a decrease of 17% on the adjusted revenue budget of the 2018/2019 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 2019/2020 – 2021/22 financial years.

<b>Details</b>	<b>Forecast Budget 2018/2019 Rm</b>	<b>Budget 2019/2020 Rm</b>	<b>Estimate 2020/2021 Rm</b>	<b>Estimate 2021/2022 Rm</b>
Revenue	179.3	149.0	153.0	157.0
Expenditure	179.3	149.0	153.0	157.0
Surplus	-	-	-	-

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 2019/20, 2020/2021 and 2021/2022. Should any surpluses be realized, these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

<b>Projects and Programmes</b>	<b>R'm</b>
Office of the Municipal Manager	3.0
Infrastructure Development and Community Services	41.3
Economic Development and Planning	14.1
Finance and Corporate Services	3.5
<b>Total</b>	<b>61.9</b>

## Financing of Projects & Programmes

Funding Sources	R'm
Grants: National	2.8
Discretionary Revenue	27.2
Accumulated Surplus	31.9
<b>TOTAL</b>	<b>61.9</b>

### Revenue

The decrease of 16% 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 2019/2020 year the tariffs will increase by approximately 5.2%.

### Expenditure

The actual approved adjusted budget for 2019/20 financial year including project expenditure amounted to R179.3 million.

The 2019/2020 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	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Financial Performance</b>										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	18,055	18,569	16,152	17,800	-	17,800	17,800	15,000	15,000	15,000
Transfers recognised - operational	95,432	86,525	89,310	92,582	4,510	97,092	97,092	94,464	98,114	101,890
Other own revenue	14,325	8,573	5,385	22,165	42,289	64,454	64,454	39,511	39,434	39,752
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>127,812</b>	<b>113,667</b>	<b>110,847</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
Employee costs	38,545	34,593	32,906	44,976	(198)	44,778	44,778	45,933	49,148	52,588
Remuneration of councillors	6,636	6,559	7,148	8,180	-	8,180	8,180	8,196	8,769	9,383
Depreciation & asset impairment	1,731	1,556	1,519	1,700	-	1,700	1,700	1,800	1,900	2,000
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	27,807	28,456	21,441	29,165	3,459	32,624	32,624	31,503	33,566	35,772
Other expenditure	60,185	56,463	41,431	48,526	43,538	92,064	92,064	61,543	59,165	56,898
<b>Total Expenditure</b>	<b>134,904</b>	<b>127,626</b>	<b>104,446</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Surplus/(Deficit)</b>	<b>(7,092)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers and subsidies - capital (monetary allocations) (N)	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
	(7,092)	(13,959)	6,402	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>(7,092)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>1,403</b>	<b>4,683</b>	<b>2,065</b>	<b>1,747</b>	<b>7,677</b>	<b>9,424</b>	<b>9,424</b>	<b>1,418</b>	<b>990</b>	<b>990</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	1,403	4,683	2,065	1,747	7,677	9,424	9,424	1,418	990	990
<b>Total sources of capital funds</b>	<b>1,403</b>	<b>4,683</b>	<b>2,065</b>	<b>1,747</b>	<b>7,677</b>	<b>9,424</b>	<b>9,424</b>	<b>1,418</b>	<b>990</b>	<b>990</b>
<b>Financial position</b>										
Total current assets	342,262	331,867	212,501	254,095	(54,476)	199,619	199,619	174,508	204,308	234,008
Total non current assets	37,013	30,742	46,358	45,994	26,430	53,672	43,619	55,413	54,503	54,516
Total current liabilities	33,935	40,513	17,138	32,000	-	32,000	32,000	20,509	20,509	20,509
Total non current liabilities	60,116	56,814	54,148	64,000	-	64,000	64,000	65,000	65,000	65,000
Community wealth/Equity	285,224	265,283	187,573	204,089	(28,046)	157,291	147,238	144,413	173,303	203,016
<b>Cash flows</b>										
Net cash from (used) operating	(16,050)	(2,372)	(7,689)	1,747	7,677	9,424	9,424	1,418	990	990
Net cash from (used) investing	(2,040)	(5,165)	(1,986)	(1,747)	(7,677)	(9,424)	(9,424)	(1,418)	(990)	(990)
Net cash from (used) financing	32,006	13,928	(38,362)	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the year end</b>	<b>97,900</b>	<b>104,595</b>	<b>56,907</b>	<b>103,758</b>	<b>-</b>	<b>103,758</b>	<b>103,758</b>	<b>104,944</b>	<b>104,944</b>	<b>104,944</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	331,205	322,944	206,907	249,892	(54,476)	195,416	195,416	168,771	198,771	228,771
Application of cash and investments	20,281	32,998	5,576	27,907	-	26,673	26,687	8,823	9,090	9,423
<b>Balance - surplus (shortfall)</b>	<b>310,923</b>	<b>289,946</b>	<b>201,331</b>	<b>221,985</b>	<b>(54,476)</b>	<b>168,743</b>	<b>168,729</b>	<b>159,948</b>	<b>189,681</b>	<b>219,348</b>
<b>Asset management</b>										
Asset register summary (WDV)	39,404	41,376	48,463	30,098	7,177	53,484	53,484	56,208	55,298	54,288
Depreciation	1,731	1,556	1,519	1,700	-	1,700	1,700	1,800	1,900	2,000
Renewal and Upgrading of Existing Assets	118	296	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
<b>Free services</b>										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand											
<b>REVENUE ITEMS:</b>											
<b>Property rates</b>	6										
Total Property Rates											
<i>less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)</i>											
Net Property Rates		-	-	-	-	-	-	-	-	-	-
<b>Service charges - electricity revenue</b>	6										
Total Service charges - electricity revenue											
<i>less Revenue Foregone (in excess of 50 kwh per indigent household per month)</i>											
<i>less Cost of Free Basis Services (50 kwh per indigent household per month)</i>											
Net Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-
<b>Service charges - water revenue</b>	6										
Total Service charges - water revenue											
<i>less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)</i>											
<i>less Cost of Free Basis Services (6 kilolitres per indigent household per month)</i>											
Net Service charges - water revenue		-	-	-	-	-	-	-	-	-	-
<b>Service charges - sanitation revenue</b>											
Total Service charges - sanitation revenue											
<i>less Revenue Foregone (in excess of free sanitation service to indigent households)</i>											
<i>less Cost of Free Basis Services (free sanitation service to indigent households)</i>											
Net Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-
<b>Service charges - refuse revenue</b>	6										
Total refuse removal revenue											
Total landfill revenue											
<i>less Revenue Foregone (in excess of one removal a week to indigent households)</i>											
<i>less Cost of Free Basis Services (removed once a week to indigent households)</i>											
Net Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-
<b>Other Revenue by source</b>											
Fuel Levy											
Other Revenue		12,884	7,156	3,974	20,715	42288780	63,004	63,004	38,061	37,984	38,302
<b>Total 'Other' Revenue</b>	3										
	1	12,884	7,156	3,974	20,715	42,289	63,004	63,004	38,061	37,984	38,302
<b>EXPENDITURE ITEMS:</b>											
<b>Employee related costs</b>											
Basic Salaries and Wages	2	24,173	34,593	32,906	35,793	(198)	35,595	35,595	35,901	38,414	41,102
Pension and UIF Contributions		1,867			2,532		2,532	2,532	3,212	3,437	3,677
Medical Aid Contributions		6,742			902		902	902	1,202	1,286	1,376
Overtime											
Performance Bonus		965			1,904		1,904	1,904	2,047	2,190	2,344
Motor Vehicle Allowance		2,919			1,496		1,496	1,496	2,144	2,295	2,455
Cellphone Allowance		370			169		169	169	193	207	221
Housing Allowances		124			225		225	225	403	431	461
Other benefits and allowances		1,385			1,955		1,955	1,955	831	890	952
Payments in lieu of leave											
Long service awards											
Post-retirement benefit obligations	4										
<b>Less: Employees costs capitalised to PPE</b>	sub-total 5	38,545	34,593	32,906	44,976	(198)	44,778	44,778	45,933	49,148	52,588
<b>Total Employee related costs</b>	1	38,545	34,593	32,906	44,976	(198)	44,778	44,778	45,933	49,148	52,588
<b>Contributions recognised - capital</b>											
<i>List contributions by contract</i>											
<b>Total Contributions recognised - capital</b>		-	-	-	-	-	-	-	-	-	-

<b>Depreciation &amp; asset impairment</b>											
Depreciation of Property, Plant & Equipment		1,731	1,556	1,519	1,700		1,700	1,700	1,800	1,900	2,000
Lease amortisation											
Capital asset impairment											
Depreciation resulting from revaluation of PPE	10										
<b>Total Depreciation &amp; asset impairment</b>	<b>1</b>	<b>1,731</b>	<b>1,556</b>	<b>1,519</b>	<b>1,700</b>	<b>-</b>	<b>1,700</b>	<b>1,700</b>	<b>1,800</b>	<b>1,900</b>	<b>2,000</b>
<b>Bulk purchases</b>											
Electricity Bulk Purchases											
Water Bulk Purchases											
<b>Total bulk purchases</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers and grants</b>											
Cash transfers and grants		27,807	28,456	21,441	29,165	3,459	32,624	32,624	31,503	33,566	35,772
Non-cash transfers and grants		-	-	-	-	-	-	-	-	-	-
<b>Total transfers and grants</b>	<b>1</b>	<b>27,807</b>	<b>28,456</b>	<b>21,441</b>	<b>29,165</b>	<b>3,459</b>	<b>32,624</b>	<b>32,624</b>	<b>31,503</b>	<b>33,566</b>	<b>35,772</b>
<b>Contracted services</b>											
<i>List services provided by contract</i>											
Information technology		618		2,485	-						
Security and cleaning		1,150			1,500	188	1,688	1,688	1,981	2,091	2,202
Internal Audit		731			600		600	600	700	740	780
Consultant Fees		365			200		200	200	200	210	220
<b>sub-total</b>	<b>1</b>	<b>2,863</b>	<b>-</b>	<b>2,485</b>	<b>2,300</b>	<b>188</b>	<b>2,488</b>	<b>2,488</b>	<b>2,881</b>	<b>3,041</b>	<b>3,202</b>
<b>Allocations to organs of state:</b>											
Electricity											
Water											
Sanitation											
Other		2,863	3,888								
<b>Total contracted services</b>		<b>5,727</b>	<b>3,888</b>	<b>2,485</b>	<b>2,300</b>	<b>188</b>	<b>2,488</b>	<b>2,488</b>	<b>2,881</b>	<b>3,041</b>	<b>3,202</b>
<b>Other Expenditure By Type</b>											
Collection costs											
Contributions to 'other' provisions											
Consultant fees											
Audit fees											
General expenses	3	54,104	50,456	38,851	46,226	43,350	89,576	89,576	58,662	56,124	53,696
<i>List Other Expenditure by Type</i>		-									
<b>Total 'Other' Expenditure</b>	<b>1</b>	<b>54,104</b>	<b>50,456</b>	<b>38,851</b>	<b>46,226</b>	<b>43,350</b>	<b>89,576</b>	<b>89,576</b>	<b>58,662</b>	<b>56,124</b>	<b>53,696</b>
<b>by Expenditure Item</b>											
Employee related costs	8										
Other materials											
Contracted Services											
Other Expenditure											
<b>Total Repairs and Maintenance Expenditure</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Functional</b>										
<i>Governance and administration</i>		117,294	105,508	108,002	110,608	36,182	146,790	146,602	150,039	153,995
Executive and council		8,242	1,069	-	613	32,842	33,454	34,223	34,010	34,010
Finance and administration		109,052	104,440	108,002	109,995	3,340	113,335	112,379	116,029	119,985
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		-	4,848	-	14,193	8,247	22,440	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	13,731	8,247	21,978	-	-	-
Housing		-	-	-	462	-	462	-	-	-
Health		-	4,848	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		10,467	1,050	2,845	7,747	2,370	10,117	2,373	2,509	2,647
Planning and development		994	1,000	885	4,507	1,200	5,707	-	-	-
Road transport		9,474	50	1,961	3,240	1,170	4,410	2,373	2,509	2,647
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		50	2,261	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		50	2,261	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Functional</b>	<b>2</b>	<b>127,812</b>	<b>113,667</b>	<b>110,847</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Expenditure - Functional</b>										
<i>Governance and administration</i>		61,171	55,825	54,894	67,755	33,890	101,645	71,433	76,461	79,701
Executive and council		26,220	24,000	10,618	26,742	30,551	57,293	27,703	30,692	31,494
Finance and administration		34,951	31,825	44,277	41,012	3,339	44,351	43,730	45,769	48,207
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		34,583	45,924	27,525	36,790	5,284	42,074	46,953	46,721	46,147
Community and social services		2,116	1,128	43	9,537	-	9,537	9,447	8,459	8,950
Sport and recreation		59	148	-	-	-	-	-	-	-
Public safety		19,822	26,762	15,871	13,971	5,234	19,205	24,014	23,949	22,021
Housing		433	439	644	300	(300)	-	490	523	558
Health		12,153	17,446	10,967	12,982	350	13,332	13,002	13,789	14,619
<i>Economic and environmental services</i>		30,634	25,877	21,478	22,936	6,725	29,661	21,504	21,091	22,358
Planning and development		17,556	23,236	18,770	18,976	5,555	24,531	18,411	18,562	19,691
Road transport		11,911	2,132	2,708	3,960	1,170	5,130	3,093	2,529	2,667
Environmental protection		1,167	510	-	-	-	-	-	-	-
<i>Trading services</i>		-	-	548	920	-	920	3,057	2,100	2,157
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	548	920	-	920	3,057	2,100	2,157
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	5,528	-	-	4,147	900	5,047	6,028	6,175	6,278
<b>Total Expenditure - Functional</b>	<b>3</b>	<b>131,916</b>	<b>127,626</b>	<b>104,446</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Surplus/(Deficit) for the year</b>		<b>(4,105)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue - Functional</b>										
<i>Municipal governance and administration</i>		117,294	105,508	108,002	110,608	36,182	146,790	146,602	150,039	153,995
Executive and council		8,242	1,069	-	613	32,842	33,454	34,223	34,010	34,010
Mayor and Council		8,242	1,069	-	613	500	1,113	34,223	34,010	34,010
Municipal Manager Town Secretary and Chief Executive		-	-	-	-	32,342	32,342	-	-	-
Finance and administration		109,052	104,440	108,002	109,995	3,340	113,335	112,379	116,029	119,985
Administrative and Corporate Support		540	1,025	-	2,923	1,684	4,607	1,000	1,000	1,000
Asset Management		-	-	-	-	50	50	-	-	-
Finance		105,933	102,670	108,002	105,142	-	105,142	109,514	113,164	117,120
Fleet Management		-	-	-	-	-	-	-	-	-
Human Resources		825	167	-	490	856	1,346	440	440	440
Information Technology		360	-	-	40	750	790	-	-	-
Legal Services		-	-	-	-	-	-	-	-	-
Marketing Customer Relations, Publicity and Media Co-		-	-	-	-	-	-	-	-	-
Property Services		1,395	518	-	1,400	-	1,400	1,400	1,400	1,400
Risk Management		-	-	-	-	-	-	-	-	-
Security Services		-	-	-	-	-	-	-	-	-
Supply Chain Management		-	-	-	-	-	-	25	25	25
Valuation Service		-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-
Governance Function		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		-	4,848	-	14,193	8,247	22,440	-	-	-
Public safety		-	-	-	13,731	8,247	21,978	-	-	-
Civil Defence		-	-	-	-	-	-	-	-	-
Cleansing		-	-	-	-	-	-	-	-	-
Control of Public Nuisances		-	-	-	-	-	-	-	-	-
Fencing and Fences		-	-	-	-	-	-	-	-	-
Fire Fighting and Protection		-	-	-	13,731	8,247	21,978	-	-	-
Licensing and Control of Animals		-	-	-	-	-	-	-	-	-
Police Forces, Traffic and Street Parking Control		-	-	-	-	-	-	-	-	-
Pounds		-	-	-	-	-	-	-	-	-
Housing		-	-	-	462	-	462	-	-	-
Housing		-	-	-	462	-	462	-	-	-
Informal Settlements		-	-	-	-	-	-	-	-	-
Health		-	4,848	-	-	-	-	-	-	-
Ambulance		-	-	-	-	-	-	-	-	-
Health Services		-	4,848	-	-	-	-	-	-	-
Laboratory Services		-	-	-	-	-	-	-	-	-
Food Control		-	-	-	-	-	-	-	-	-
Health Surveillance and Prevention of Communicable Diseases		-	-	-	-	-	-	-	-	-
Vector Control		-	-	-	-	-	-	-	-	-
Chemical Safety		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		10,467	1,050	2,845	7,747	2,370	10,117	2,373	2,509	2,647
Planning and development		994	1,800	885	4,507	1,200	5,707	-	-	-
Billboards		-	-	-	-	-	-	-	-	-
Corporate Wide Strategic Planning (IDPs, LEDs)		-	-	-	-	-	-	-	-	-
Central City Improvement District		-	-	-	-	-	-	-	-	-
Development Facilitation		-	-	-	-	-	-	-	-	-
Economic Development/Planning		994	-	885	4,507	1,200	5,707	-	-	-
Regional Planning and Development		-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement and City		-	1,000	-	-	-	-	-	-	-
Project Management Unit		-	-	-	-	-	-	-	-	-
Provincial Planning		-	-	-	-	-	-	-	-	-
Support to Local Municipalities		-	-	-	-	-	-	-	-	-
Road transport		9,474	50	1,961	3,240	1,170	4,410	2,373	2,509	2,647
Public Transport		-	-	-	-	-	-	-	-	-
Road and Traffic Regulation		-	-	-	-	-	-	-	-	-
Roads		9,474	50	1,961	3,240	-	3,240	2,373	2,509	2,647
Taxi Ranks		-	-	-	-	1,170	1,170	-	-	-
Trading services		50	2,261	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Street Lighting and Signal Systems		-	-	-	-	-	-	-	-	-
Nonelectric Energy		-	-	-	-	-	-	-	-	-
Water management		50	2,261	-	-	-	-	-	-	-
Water Treatment		-	-	-	-	-	-	-	-	-
Water Distribution		50	2,261	-	-	-	-	-	-	-
Water Storage		-	-	-	-	-	-	-	-	-
<b>Total Revenue - Functional</b>	2	127,812	113,667	110,847	132,547	46,799	179,346	148,975	152,548	156,642

<b>Expenditure - Functional</b>									
<b>Municipal governance and administration</b>	61,171	55,825	54,894	67,755	33,890	101,645	71,433	76,461	79,701
Executive and council	26,220	24,000	10,618	26,742	30,551	57,293	27,703	30,692	31,494
Mayor and Council	26,220	24,000	10,618	22,069	500	22,569	18,934	20,192	21,434
Municipal Manager, Town Secretary and Chief Executive	-	-	-	4,673	30,051	34,724	8,769	10,500	10,060
Finance and administration	34,951	31,825	44,277	41,012	3,339	44,351	43,730	45,769	48,207
Administrative and Corporate Support	10,255	8,092	-	11,816	(1,143)	10,673	13,251	13,707	14,457
Asset Management	-	-	-	5,249	(193)	5,056	4,487	4,735	4,987
Finance	16,869	18,485	44,277	11,260	4,852	16,112	13,570	14,198	14,885
Fleet Management	-	-	-	-	-	-	-	-	-
Human Resources	2,301	1,982	-	5,362	(2,146)	3,216	3,045	3,231	3,422
Information Technology	3,344	2,676	-	2,445	669	3,114	3,262	3,452	3,660
Legal Services	-	-	-	1,945	10	1,955	-	-	-
Marketing, Customer Relations, Publicity and Media Co-	-	-	-	-	-	-	1,312	1,400	1,479
Property Services	2,181	591	-	1,120	760	1,880	1,990	2,080	2,180
Risk Management	-	-	-	-	-	-	-	-	-
Security Services	-	-	-	1,000	520	1,520	1,981	2,091	2,202
Supply Chain Management	-	-	-	815	10	825	832	876	934
Valuation Service	-	-	-	-	-	-	-	-	-
Internal audit	-	-	-	-	-	-	-	-	-
Governance Function	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>	34,583	45,924	27,525	36,790	5,284	42,074	46,953	46,721	46,147
Community and social services	2,116	1,128	43	9,537	-	9,537	9,447	8,459	8,950
Aged Care	-	-	-	-	-	-	-	-	-
Cultural Matters	-	-	-	-	-	-	-	-	-
Disaster Management	-	-	-	9,537	-	9,537	9,447	8,459	8,950
Education	-	-	-	-	-	-	-	-	-
Indigenous and Customary Law	-	-	-	-	-	-	-	-	-
Industrial Promotion	-	-	-	-	-	-	-	-	-
Language Policy	-	-	-	-	-	-	-	-	-
Libraries and Archives	2,116	1,128	43	-	-	-	-	-	-
Literacy Programmes	-	-	-	-	-	-	-	-	-
Sport and recreation	59	148	-	-	-	-	-	-	-
Beaches and Jetties	-	-	-	-	-	-	-	-	-
Casinos, Racing, Gambling, Wagering	-	-	-	-	-	-	-	-	-
Community Parks (including Nurseries)	-	-	-	-	-	-	-	-	-
Recreational Facilities	-	-	-	-	-	-	-	-	-
Sports Grounds and Stadiums	59	148	-	-	-	-	-	-	-
Public safety	19,822	26,762	15,871	13,971	5,234	19,205	24,014	23,949	22,021
Civil Defence	-	-	-	-	-	-	-	-	-
Cleansing	-	-	-	-	-	-	-	-	-
Control of Public Nuisances	-	-	-	-	-	-	-	-	-
Fencing and Fences	-	-	-	-	-	-	-	-	-
Fire Fighting and Protection	19,822	26,762	15,871	13,971	5,234	19,205	24,014	23,949	22,021
Licensing and Control of Animals	-	-	-	-	-	-	-	-	-
Police Forces, Traffic and Street Parking Control	-	-	-	-	-	-	-	-	-
Pounds	-	-	-	-	-	-	-	-	-
Housing	433	439	644	300	(300)	-	490	523	558
Housing	433	439	644	300	(300)	-	490	523	558
Informal Settlements	-	-	-	-	-	-	-	-	-
Health	12,153	17,446	10,967	12,982	350	13,332	13,002	13,789	14,619
Ambulance	-	-	-	-	-	-	-	-	-
Health Services	12,153	17,446	10,967	12,982	350	13,332	13,002	13,789	14,619
Laboratory Services	-	-	-	-	-	-	-	-	-
Food Control	-	-	-	-	-	-	-	-	-
Health Surveillance and Prevention of Communicable Diseases	-	-	-	-	-	-	-	-	-
Vector Control	-	-	-	-	-	-	-	-	-
Chemical Safety	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	30,634	25,877	21,478	22,936	6,725	29,661	21,504	21,091	22,358
Planning and development	17,556	23,236	18,770	18,976	5,555	24,531	18,411	18,562	19,691
Billboards	-	-	-	-	-	-	-	-	-
Corporate Wide Strategic Planning (IDPs, LEDs)	-	-	-	-	-	-	3,380	3,169	3,300
Central City Improvement District	-	-	-	-	-	-	-	-	-
Development Facilitation	-	-	-	-	-	-	-	-	-
Economic Development/Planning	12,772	23,236	18,770	8,963	1,543	10,506	10,415	10,579	11,460
Regional Planning and Development	-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City	4,785	-	-	1,645	-	1,645	2,362	2,485	2,629
Project Management Unit	-	-	-	4,211	1,720	5,931	1,254	1,330	1,302
Provincial Planning	-	-	-	-	-	-	-	-	-
Support to Local Municipalities	-	-	-	4,157	2,292	6,449	1,000	1,000	1,000
Road transport	11,911	2,132	2,708	3,960	1,170	5,130	3,093	2,529	2,667
Public Transport	-	-	-	-	-	-	-	-	-
Road and Traffic Regulation	-	-	-	-	-	-	-	-	-
Roads	11,911	2,132	2,708	3,960	1,170	5,130	3,093	2,529	2,667
Taxi Ranks	-	-	-	-	-	-	-	-	-
Environmental protection	1,167	510	-	-	-	-	-	-	-
Biodiversity and Landscape	-	-	-	-	-	-	-	-	-
Coastal Protection	1,167	510	-	-	-	-	-	-	-
Indigenous Forests	-	-	-	-	-	-	-	-	-
Nature Conservation	-	-	-	-	-	-	-	-	-
Pollution Control	-	-	-	-	-	-	-	-	-
Soil Conservation	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	-	-	548	920	-	920	3,057	2,100	2,157
Energy sources	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-
Street Lighting and Signal Systems	-	-	-	-	-	-	-	-	-
Nonelectric Energy	-	-	-	-	-	-	-	-	-
Water management	-	-	548	920	-	920	3,057	2,100	2,157
Water Treatment	-	-	-	-	-	-	-	-	-
Water Distribution	-	-	548	920	-	920	3,057	2,100	2,157
Water Storage	-	-	-	-	-	-	-	-	-
<b>Other</b>	5,528	-	-	4,147	900	5,047	6,028	6,175	6,278
Abattoirs	-	-	-	-	-	-	-	-	-
Air Transport	-	-	-	-	-	-	-	-	-
Forestry	-	-	-	-	-	-	-	-	-
Licensing and Regulation	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Tourism	5,528	-	-	4,147	900	5,047	6,028	6,175	6,278
<b>Total Expenditure - Functional</b>	3	131,916	127,626	104,446	132,547	46,799	179,346	148,975	152,548
<b>Surplus(Deficit) for the year</b>		(4,105)	(13,959)	6,402	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

Description	Ref	Vote 1 - Executive and Council	Vote 2 - Finance and Corporate Services	Vote 3 - Planning and Infrastructure Development	Vote 4 - Health	Vote 5 - Community Services	Vote 6 - Housing	Vote 7 - Public Safety	Vote 8 - Sport and Recreation	Vote 9 - Waste Management	Vote 10 - Roads	Vote 11 - Water	Vote 12 - Electricity	Vote 13 - Tourism	Vote 14 - [NAME OF VOTE 14]	Vote 15 - [NAME OF VOTE 15]	Total
<b>R thousand</b>																	
<b>Revenue By Source</b>	1																
Property rates																	
Service charges - electricity revenue																	
Service charges - water revenue																	
Service charges - sanitation revenue																	
Service charges - refuse revenue																	
Rental of facilities and equipment			1 400														1 400
Interest earned - external investments			15 000														15 000
Interest earned - outstanding debtors																	
Dividends received																	
Fines, penalties and forfeits																	
Licences and permits																	
Agency services		34 223	1 515														35 738
Other revenue			94 464														96 037
Transfers and subsidies																	
Gains on disposal of PPE											2 373						
<b>Total Revenue (excluding capital transfers and contribution)</b>		<b>34 223</b>	<b>112 379</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2 373</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>148 975</b>
<b>Expenditure By Type</b>																	
Employee related costs		14 349	15 315	10 709	1 425		490	1 379				807		1 458			45 833
Remuneration of councillors		8 196															8 196
Debt impairment			1 800														1 800
Depreciation & asset impairment																	
Finance charges																	
Bulk purchases																	
Other materials																	
Contracted services			2 881														2 881
Transfers and subsidies			1 000	6 000	11 130			11 000			2 373						31 503
Other expenditure		8 831	24 071	6 153	447			11 535			720	2 235		4 570			58 662
Loss on disposal of PPE																	
<b>Total Expenditure</b>		<b>31 376</b>	<b>45 068</b>	<b>22 862</b>	<b>13 002</b>	<b>-</b>	<b>490</b>	<b>24 014</b>	<b>-</b>	<b>-</b>	<b>3 093</b>	<b>3 042</b>	<b>-</b>	<b>6 028</b>	<b>-</b>	<b>-</b>	<b>148 975</b>
<b>Surplus/(Deficit) Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)</b>		<b>2 847</b>	<b>67 311</b>	<b>(22 862)</b>	<b>(13 002)</b>	<b>-</b>	<b>(490)</b>	<b>(24 014)</b>	<b>-</b>	<b>-</b>	<b>(720)</b>	<b>(3 042)</b>	<b>-</b>	<b>(6 028)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)</b>																	
<b>Transfers and subsidies - capital (in-kind - all)</b>																	
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>2 847</b>	<b>67 311</b>	<b>(22 862)</b>	<b>(13 002)</b>	<b>-</b>	<b>(490)</b>	<b>(24 014)</b>	<b>-</b>	<b>-</b>	<b>(720)</b>	<b>(3 042)</b>	<b>-</b>	<b>(6 028)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>Revenue by Vote</b>	1									
Vote 1 - Executive and Council		8,242	1,069	-	613	32,842	33,454	34,223	34,010	34,010
Vote 2 - Finance and Corporate Services		109,052	104,440	108,002	110,995	2,340	113,335	112,379	116,029	119,985
Vote 3 - Planning and Infrastructure Development		994	1,000	885	4,507	1,200	5,707	0	-	-
Vote 4 - Health		-	4,848	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	462	-	462	-	-	-
Vote 7 - Public Safety		-	-	-	13,731	8,247	21,978	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	50	-	-	-	-	-	-	-
Vote 10 - Roads		9,474	2,261	1,961	2,240	2,170	4,410	2,373	2,509	2,647
Vote 11 - Water		50	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	2	<b>127,812</b>	<b>113,667</b>	<b>110,847</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Expenditure by Vote to be appropriated</b>	1									
Vote 1 - Executive and Council		32,167	24,000	12,932	33,196	24,097	57,293	33,388	36,646	37,714
Vote 2 - Finance and Corporate Services		33,682	31,825	46,082	38,934	5,417	44,351	41,808	43,744	46,055
Vote 3 - Planning and Infrastructure Development		12,878	23,235	17,424	14,598	9,933	24,531	14,648	14,633	15,623
Vote 4 - Health		12,153	17,446	10,251	12,982	350	13,332	13,002	13,789	14,619
Vote 5 - Community Services		2,116	1,128	-	-	9,537	9,537	-	-	-
Vote 6 - Housing		433	439	438	300	(300)	-	490	523	558
Vote 7 - Public Safety		19,822	26,762	11,778	23,507	(4,302)	19,206	33,461	32,409	30,971
Vote 8 - Sport and Recreation		59	148	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		11,911	2,132	1,953	3,260	1,870	5,130	3,093	2,529	2,667
Vote 11 - Water		1,167	510	455	1,623	(703)	920	3,057	2,100	2,157
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		5,528	-	1,763	4,147	900	5,047	6,028	6,175	6,278
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	2	<b>131,916</b>	<b>127,626</b>	<b>103,074</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Surplus/(Deficit) for the year</b>	2	<b>(4,105)</b>	<b>(13,959)</b>	<b>7,773</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
<b>Revenue by Vote</b>										
Vote 1 - Executive and Council	1	8,242	1,069	-	613	32,842	33,454	34,223	34,010	34,010
1,1 - Council's expenses		6,890	779	-	613	-	613	34,223	34,010	34,010
1,2 - Office of the speaker		-	-	-	-	50	50	-	-	-
1,3 - Office of the municipal manager		-	-	-	-	32,042	32,042	-	-	-
1,4 - Capacity building		461	-	-	-	300	300	-	-	-
1,5 - Performance management		-	-	-	-	-	-	-	-	-
1,6 - Mayoral committee		-	-	-	-	450	450	-	-	-
1,7 - Management - Finance and Corporate Services		-	-	-	-	-	-	-	-	-
1,8 - Management - Economic Development		-	-	-	-	-	-	-	-	-
1,9 - Management - Planning and Infr Development		-	-	-	-	-	-	-	-	-
1.10 - Other		891	289	-	-	-	-	-	-	-
<b>Vote 2 - Finance and Corporate Services</b>		<b>109,052</b>	<b>104,440</b>	<b>108,002</b>	<b>110,995</b>	<b>2,340</b>	<b>113,335</b>	<b>112,379</b>	<b>116,029</b>	<b>119,985</b>
2,1 - Financial Accounting Division		14	-	-	-	684	684	-	-	-
2,2 - Revenue Collection		105,413	92,100	108,002	106,142	-	106,142	108,464	112,114	116,070
2,3 - Payroll Administration		46	42	-	50	-	50	50	50	50
2,4 - Information Technology		360	-	-	40	750	790	-	-	-
2,5 - Pensioners Expenditure - Roadworks		-	4,574	-	-	-	-	-	-	-
2,6 - Security and Cleaning		-	-	-	-	-	-	-	-	-
2,7 - Finance Management and Support		520	1,025	-	720	-	720	1,000	1,000	1,000
2,8 - Public Relations		-	-	-	-	-	-	-	-	-
2,9 - People Management		325	167	-	440	856	1,296	440	440	440
2.10 - Other		2,376	6,532	-	3,603	50	3,653	2,425	2,425	2,425
<b>Vote 3 - Planning and Infrastructure Development</b>		<b>994</b>	<b>1,000</b>	<b>885</b>	<b>4,507</b>	<b>1,200</b>	<b>5,707</b>	<b>0</b>	<b>-</b>	<b>-</b>
3,1 - GIS Specialist		-	-	-	-	-	-	-	-	-
3,2 - HOD - Planning Unit		-	-	-	-	-	-	-	-	-
3,3 - Project Management		-	970	-	1,000	7	1,007	-	-	-
3,4 - Local Economic Development		994	30	-	3,507	1,100	4,607	0	-	-
3,5 - Planning Unit		-	-	885	-	93	93	-	-	-
3,6 - Trade and Investment		-	-	-	-	-	-	-	-	-
3,7 - Planning and Infra - Admin Support		-	-	-	-	-	-	-	-	-
<b>Vote 4 - Health</b>		<b>-</b>	<b>4,848</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4,1 - Primary Health Care		-	4,848	-	-	-	-	-	-	-
4,2 - Environmental Health		-	-	-	-	-	-	-	-	-
4,3 - Environmental Health Management		-	-	-	-	-	-	-	-	-
<b>Vote 6 - Housing</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>462</b>	<b>-</b>	<b>462</b>	<b>-</b>	<b>-</b>	<b>-</b>
6,1 - Housing Coordinator		-	-	-	462	-	462	-	-	-
6,2 - Housing Rielbron		-	-	-	-	-	-	-	-	-
<b>Vote 7 - Public Safety</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>13,731</b>	<b>8,247</b>	<b>21,978</b>	<b>-</b>	<b>-</b>	<b>-</b>
7,1 - Disaster Management		-	-	-	13,731	8,247	21,978	-	-	-
7,2 - Fire Services		-	-	-	-	-	-	-	-	-
<b>Vote 8 - Sport and Recreation</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
8,1 - Sport grounds		-	-	-	-	-	-	-	-	-
<b>Vote 9 - Waste Management</b>		<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
9,1 - Sanitation and Refuse - Rielbron		-	50	-	-	-	-	-	-	-
9,2 - Solid Waste		-	-	-	-	-	-	-	-	-
9,3 - Waste Water		-	50	-	-	-	-	-	-	-
<b>Vote 10 - Roads</b>		<b>9,474</b>	<b>2,261</b>	<b>1,961</b>	<b>2,240</b>	<b>2,170</b>	<b>4,410</b>	<b>2,373</b>	<b>2,509</b>	<b>2,647</b>
10,1 - Roads and Transport		9,474	2,261	1,961	2,240	2,170	4,410	2,373	2,509	2,647
10,2 - Roads - Rielbron roads streets and public places		-	-	-	-	-	-	-	-	-
10,3 - Roads - Rielbron		-	-	-	-	-	-	-	-	-
<b>Vote 11 - Water</b>		<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
11,1 - Water Services Authority		50	-	-	-	-	-	-	-	-
11,2 - Water - Rielbron		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>2</b>	<b>127,812</b>	<b>113,667</b>	<b>110,847</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>

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

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Expenditure by Vote</b>										
Vote 1 - Executive and Council	1	32,167	24,000	12,932	33,196	24,097	57,293	33,388	36,646	37,714
1,1 - Council's expenses		8,000	4,440	2,458	3,339	-	3,339	3,444	3,698	3,932
1,2 - Office of the speaker		1,681	1,792	2,026	2,125	50	2,175	2,679	2,821	2,972
1,3 - Office of the municipal manager		2,627	4,030	1,838	6,449	23,247	29,696	6,979	8,593	7,975
1,4 - Capacity building		1,745	908	655	2,157	300	2,457	70	120	120
1,5 - Performance management		716	744	921	845		845	971	1,037	1,107
1,6 - Mayoral committee		5,969	6,979	5,035	8,652	450	9,102	13,481	14,353	15,210
1,7 - Management - Finance and Corporate Services		1,268	1,342		1,870		1,870	1,987	2,075	2,201
1,8 - Management - Economic Development		3,135	1,948		2,018	50	2,068	2,147	2,227	2,368
1,9 - Management - Planning and Infr Development		1,543	824		1,864		1,864	1,615	1,702	1,809
1.10 - Other		5,482	994	-	3,875		3,875	15	20	20
Vote 2 - Finance and Corporate Services		33,882	31,825	46,082	38,934	5,417	44,351	41,808	43,744	46,055
2,1 - Financial Accounting Division		8,159	7,725	33,233	7,083	3,761	10,844	6,093	6,444	6,809
2,2 - Revenue Collection		1,218	1,574		827		827	654	697	743
2,3 - Payroll Administration		750	769		901		901	984	1,050	1,119
2,4 - Information Technology		3,344	3,811		2,445	750	3,195	3,262	3,452	3,660
2,5 - Pensioners Expenditure - Roadworks		-	4,203		4,500		4,500			
2,6 - Security and Cleaning		1,509	1,594		1,520		1,520	1,981	2,091	2,202
2,7 - Finance Management and Support		1,437	594		1,676		1,676	2,202	2,338	2,475
2,8 - Public Relations		2,173	1,722		1,378		1,378	1,312	1,400	1,479
2,9 - People Management		1,091	1,505		2,860	856	3,716	3,045	3,231	3,422
2.10 - Other		13,202	8,329	12,848	15,743	50	15,793	22,273	23,043	24,145
Vote 3 - Planning and Infrastructure Development		12,878	23,235	17,424	14,598	9,933	24,531	14,648	14,633	15,623
3,1 - GIS Specialist		151	582		180		180	746	783	821
3,2 - HOD - Planning Unit		27	9		-		-			
3,3 - Project Management		1,279	7,112		4,211	1,720	5,931	1,254	1,330	1,410
3,4 - Local Economic Development		9,637	13,936		7,737	8,120	15,857	9,268	9,352	10,091
3,5 - Planning Unit		1,785	1,594	17,424	2,469	93	2,562	3,380	3,169	3,300
3,6 - Trade and Investment		-	-		-		-			
3,7 - Planning and Infra - Admn Support		-	-		-		-			
Vote 4 - Health		12,153	17,446	10,251	12,982	350	13,332	13,002	13,789	14,619
4,1 - Primary Health Care		-	-		-		-			
4,2 - Environmental Health		11,467	16,721	10,251	12,056	350	12,406	12,042	12,769	13,536
4,3 - Environmental Health Management		685	726		927	-	927	960	1,020	1,083
4,4 - Clinics		-	-		-		-			
Vote 5 - Community Services		2,116	1,128	-	-	9,537	9,537	-	-	-
5,1 - Cemeteries - Other		-	-		-	9,537	9,537	-	-	-
5,2 - Libraries		2,116	1,128							
Vote 6 - Housing		433	439	438	300	(300)	-	480	523	558
6,1 - Housing Coordinator		433	439	438	300	(300)	-	490	523	558
6,2 - Housing Rietbron		-	-		-		-			
Vote 7 - Public Safety		19,822	26,762	11,778	23,507	(4,302)	19,206	33,461	32,409	30,971
7,1 - Disaster Management		8,761	8,865		9,537		9,537	9,447	8,459	8,950
7,2 - Fire Services		11,061	17,898	11,778	13,971	(4,302)	9,669	24,014	23,949	22,021
Vote 8 - Sport and Recreation		59	148	-	-	-	-	-	-	-
8,1 - Sport grounds		59	148							
Vote 10 - Roads		11,911	2,132	1,953	3,260	1,870	5,130	3,093	2,529	2,667
10,1 - Roads and Transport		11,911	2,132	1,953	3,260	1,870	5,130	3,093	2,529	2,667
10,2 - Roads - Rietbron roads streets and public places		-	-		-		-			
10,3 - Roads - Rietbron		-	-		-		-			
Vote 11 - Water		1,167	510	455	1,623	(703)	920	3,057	2,100	2,157
11,1 - Water Services Authority		1,167	510	455	1,623	(703)	920	3,057	2,100	2,157
11,2 - Water - Rietbron		-	-		-		-			
Vote 13 - Tourism		5,528	-	1,763	4,147	900	5,047	6,028	6,175	6,278
13,1 - Tourism, Promotion and Development		5,528	-	1,763	4,147	900	5,047	6,028	6,175	6,278
<b>Total Expenditure by Vote</b>	<b>2</b>	<b>131,916</b>	<b>127,626</b>	<b>103,074</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Surplus/(Deficit) for the year</b>	<b>2</b>	<b>(4,105)</b>	<b>(13,959)</b>	<b>7,773</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Table A4 - Budgeted Financial Performance (revenue and expenditure)**

1. Total revenue is R149.0 million in 2019/20, increases to R153.0 million in 2020/21 and further increases to R157.0 million by 2021/22.
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	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>	<b>1</b>										
<b>Revenue By Source</b>											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		1,395	1,367	1,364	1,400		1,400	1,400	1,400	1,400	1,400
Interest earned - external investments		18,055	18,569	16,152	17,800		17,800	17,800	15,000	15,000	15,000
Interest earned - outstanding debtors					-						
Dividends received					-						
Fines, penalties and forfeits					-						
Licences and permits					-						
Agency services		46	50	48	50		50	50	50	50	50
Transfers and subsidies		95,432	86,525	89,310	92,582	4,510	97,092	97,092	94,464	98,114	101,890
Other revenue	2	12,884	7,156	3,974	20,715	42,289	63,004	63,004	38,061	37,984	38,302
Gains on disposal of PPE											
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>127,812</b>	<b>113,667</b>	<b>110,847</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Expenditure By Type</b>											
Employee related costs	2	38,545	34,593	32,906	44,976	(198)	44,778	44,778	45,933	49,148	52,588
Remuneration of councillors		6,636	6,559	7,148	8,180		8,180	8,180	8,196	8,769	9,383
Debt impairment	3	124	868								
Depreciation & asset impairment	2	1,731	1,556	1,519	1,700	-	1,700	1,700	1,800	1,900	2,000
Finance charges											
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8										
Contracted services		5,727	3,888	2,485	2,300	188	2,488	2,488	2,881	3,041	3,202
Transfers and subsidies		27,807	28,456	21,441	29,165	3,459	32,624	32,624	31,503	33,566	35,772
Other expenditure	4 5	54,104	50,456	38,851	46,226	43,350	89,576	89,576	58,662	56,124	53,696
Loss on disposal of PPE		230	1,251	96							
<b>Total Expenditure</b>		<b>134,904</b>	<b>127,626</b>	<b>104,446</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>
<b>Surplus/(Deficit)</b>		<b>(7,092)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>(7,092)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Taxation											
<b>Surplus/(Deficit) after taxation</b>		<b>(7,092)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>(7,092)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		<b>(7,092)</b>	<b>(13,959)</b>	<b>6,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

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

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>	1										
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure, to be appropriated</b>	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]		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	-	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>	2										
Vote 1 - Executive and Council		293	1,934	250	75	2	77	77	-	-	-
Vote 2 - Finance and Corporate Services		257	4,157	1,807	1,614	6,075	7,689	7,689	1,136	990	990
Vote 3 - Planning and Infrastructure Development		128	22	5	19	-	19	19	182	-	-
Vote 4 - Health		726	-	-	-	-	-	-	30	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	1,600	1,600	1,600	30	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	39	-	39	39	40	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		1,403	6,113	2,062	1,747	7,677	9,424	9,424	1,418	990	990
<b>Total Capital Expenditure - Vote</b>		1,403	6,113	2,062	1,747	7,677	9,424	9,424	1,418	990	990
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		1,403	4,683	2,060	1,689	6,077	7,766	7,766	1,136	990	990
Executive and council				250	75	2	77	77			
Finance and administration		1,403	4,683	1,810	1,614	6,075	7,689	7,689	1,136	990	990
Internal audit											
<b>Community and public safety</b>		-	-	-	-	1,600	1,600	1,600	60	-	-
Community and social services											
Sport and recreation											
Public safety						1,600	1,600	1,600	30		
Housing											
Health									30		
<b>Economic and environmental services</b>		-	-	5	19	-	19	19	182	-	-
Planning and development				5	19		19	19	182		
Road transport											
Environmental protection											
<b>Trading services</b>		-	-	-	-	-	-	-	-	-	-
Energy sources											
Water management											
Waste water management											
Waste management											
<b>Other</b>					39		39	39	40		
<b>Total Capital Expenditure - Functional</b>	3	1,403	4,683	2,065	1,747	7,677	9,424	9,424	1,418	990	990
<b>Funded by:</b>											
National Government											
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-	-
<b>Borrowing</b>	6										
Internally generated funds		1,403	4,683	2,065	1,747	7,677	9,424	9,424	1,418	990	990
<b>Total Capital Funding</b>	7	1,403	4,683	2,065	1,747	7,677	9,424	9,424	1,418	990	990

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

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Capital expenditure - Municipal Vote</b>											
<b>Capital expenditure - Municipal Vote</b>											
<b>Single-year expenditure appropriation</b>											
	2										
Vote 1 - Executive and Council		293	1,934	250	75	2	77	77	-	-	-
1.1 - Council's expenses		42	1,496	250	75	2	77	77			
1.2 - Office of the speaker		8									
1.3 - Office of the municipal manager		12	12								
1.4 - Capacity building		4									
1.5 - Performance management		192									
1.6 - Mayoral committee		28	21								
1.7 - Management - Finance and Corporate Services		8	404								
1.8 - Management - Economic Development											
1.9 - Management - Planning and Infr Development											
Vote 2 - Finance and Corporate Services		257	4,157	1,807	1,614	6,075	7,689	7,689	1,136	990	990
2.1 - Financial Accounting Division					1,614	1,820	3,434	3,434	15		
2.2 - Revenue Collection		3	-			-					
2.3 - Payroll Administration		200	1,734								
2.4 - Information Technology				1,043		765	765	765	454	400	400
2.5 - Pensioners Expenditure - Roadworks		4									
2.6 - Security and Cleaning		50	37								
2.7 - Finance Management and Support											
2.8 - Public Relations			2,366								
2.9 - People Management						100	100	100			
2.10 - Other				765		3,390	3,390	3,390	667	590	590
Vote 3 - Planning and Infrastructure Development		128	22	5	19	-	19	19	182	-	-
3.1 - GIS Specialist					19		19	19	92		
3.2 - HOD - Planning Unit											
3.3 - Project Management									30		
3.4 - Local Economic Development		12							15		
3.5 - Planning Unit		8	22	5					15		
3.6 - Trade and Investment		108									
3.7 - Planning and Infra - Admin Support									30		
Vote 4 - Health		726	-	-	-	-	-	-	30	-	-
4.1 - Primary Health Care											
4.2 - Environmental Health											
4.3 - Environmental Health Management		726							30		
4.4 - Clinics											
Vote 7 - Public Safety		-	-	-	-	1,600	1,600	1,600	30	-	-
7.1 - Disaster Management						1,600	1,600	1,600	30		
7.2 - Fire Services											
Vote 13 - Tourism		-	-	-	39	-	39	39	40	-	-
13.1 - Tourism, Promotion and Development					39		39	39	40		
Capital single-year expenditure sub-total		1,403	6,113	2,062	1,747	7,677	9,424	9,424	1,418	990	990
Total Capital Expenditure		1,403	6,113	2,062	1,747	7,677	9,424	9,424	1,418	990	990

## **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	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>ASSETS</b>											
<b>Current assets</b>											
Cash		98,205	104,944	56,907	42,242	(24,476)	17,766	17,766	18,771	28,771	38,771
Call investment deposits	1	233,000	218,000	150,000	207,650	(30,000)	177,650	177,650	150,000	170,000	190,000
Consumer debtors	1	5,071	1,718	3,237	4,203	-	4,203	4,203	3,237	3,237	3,237
Other debtors		5,987	7,206	2,356					2,500	2,300	2,000
Current portion of long-term receivables											
Inventory	2										
<b>Total current assets</b>		<b>342,262</b>	<b>331,867</b>	<b>212,501</b>	<b>254,095</b>	<b>(54,476)</b>	<b>199,619</b>	<b>199,619</b>	<b>174,508</b>	<b>204,308</b>	<b>234,008</b>
<b>Non current assets</b>											
Long-term receivables		188	238	228	-				228	228	228
Investments											
Investment property		12,643	12,643	12,640	12,643		12,643	12,643	12,640	12,640	12,640
Investment in Associate											
Property, plant and equipment	3	24,183	17,861	17,191	15,622	7,677	23,299	30,976	24,815	23,905	22,895
Biological											
Intangible		87	1,517	2,541	1,517		1,517	1,517	2,541	2,541	2,541
Other non-current assets		16,213	16,213	16,213	16,213		16,213	16,213	16,213	16,213	16,213
<b>Total non current assets</b>		<b>37,013</b>	<b>30,742</b>	<b>46,358</b>	<b>45,994</b>	<b>26,430</b>	<b>53,672</b>	<b>43,619</b>	<b>55,413</b>	<b>54,503</b>	<b>54,516</b>
<b>TOTAL ASSETS</b>		<b>379,275</b>	<b>362,610</b>	<b>258,859</b>	<b>300,089</b>	<b>(28,046)</b>	<b>253,291</b>	<b>243,238</b>	<b>229,921</b>	<b>258,811</b>	<b>288,524</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
Bank overdraft	1										
Borrowing	4	3,849	490	4,376	-	-	-	-	4,376	4,376	4,376
Consumer deposits											
Trade and other payables	4	25,518	34,782	12,080	32,000	-	32,000	32,000	15,000	15,000	15,000
Provisions		4,568	5,241	683					1,133	1,133	1,133
<b>Total current liabilities</b>		<b>33,935</b>	<b>40,513</b>	<b>17,138</b>	<b>32,000</b>	<b>-</b>	<b>32,000</b>	<b>32,000</b>	<b>20,509</b>	<b>20,509</b>	<b>20,509</b>
<b>Non current liabilities</b>											
Borrowing		-	-	-	-	-	-	-	-	-	-
Provisions		60,116	56,814	54,148	64,000	-	64,000	64,000	65,000	65,000	65,000
<b>Total non current liabilities</b>		<b>60,116</b>	<b>56,814</b>	<b>54,148</b>	<b>64,000</b>	<b>-</b>	<b>64,000</b>	<b>64,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>
<b>TOTAL LIABILITIES</b>		<b>94,051</b>	<b>97,327</b>	<b>71,286</b>	<b>96,000</b>	<b>-</b>	<b>96,000</b>	<b>96,000</b>	<b>85,509</b>	<b>85,509</b>	<b>85,509</b>
<b>NET ASSETS</b>	5	<b>285,224</b>	<b>265,283</b>	<b>187,573</b>	<b>204,089</b>	<b>(28,046)</b>	<b>157,291</b>	<b>147,238</b>	<b>144,413</b>	<b>173,303</b>	<b>203,016</b>
<b>COMMUNITY WEALTH/EQUITY</b>											
Accumulated Surplus/(Deficit)		208,266	265,283	187,573	204,089	(28,046)	157,291	147,238	144,413	173,303	203,016
Reserves	4	76,958	-	-	-	-	-	-	-	-	-
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	5	<b>285,224</b>	<b>265,283</b>	<b>187,573</b>	<b>204,089</b>	<b>(28,046)</b>	<b>157,291</b>	<b>147,238</b>	<b>144,413</b>	<b>173,303</b>	<b>203,016</b>

## **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	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand											
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates									-	-	-
Service charges									-	-	-
Other revenue		6,671	1,669	6,017	27,215	54,476	81,691	81,478	40,914	40,424	40,562
Government - operating	1	86,419	86,525	89,310	88,342		88,342	88,342	94,464	98,114	101,890
Government - capital	1								-	-	-
Interest		18,277	18,589	16,130	17,000		17,000	17,000	15,000	15,000	15,000
Dividends									-	-	-
<b>Payments</b>											
Suppliers and employees		(127,417)	(109,153)	(61,516)	(101,645)	(46,799)	(148,444)	(148,231)	(117,457)	(118,982)	(120,690)
Finance charges			(2)						-	-	-
Transfers and Grants	1			(57,629)	(29,165)		(29,165)	(29,165)	(31,503)	(33,566)	(35,772)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>(16,050)</b>	<b>(2,372)</b>	<b>(7,689)</b>	<b>1,747</b>	<b>7,677</b>	<b>9,424</b>	<b>9,424</b>	<b>1,418</b>	<b>990</b>	<b>990</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		205	161	69					-	-	-
Decrease (increase) in non-current debtors		(837)	837						-	-	-
Decrease (increase) other non-current receivables		(5)	(50)	10					-	-	-
Decrease (increase) in non-current investments									-	-	-
<b>Payments</b>											
Capital assets		(1,403)	(6,113)	(2,065)	(1,747)	(7,677)	(9,424)	(9,424)	(1,418)	(990)	(990)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(2,040)</b>	<b>(5,165)</b>	<b>(1,986)</b>	<b>(1,747)</b>	<b>(7,677)</b>	<b>(9,424)</b>	<b>(9,424)</b>	<b>(1,418)</b>	<b>(990)</b>	<b>(990)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits		36,000	18,000	(33,000)					-	-	-
<b>Payments</b>											
Repayment of borrowing		(3,994)	(4,072)	(5,362)					-	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>32,006</b>	<b>13,928</b>	<b>(38,362)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>											
Cash/cash equivalents at the year begin	2	83,985	98,205	104,944	103,758	-	103,758	103,758	104,944	104,944	104,944
Cash/cash equivalents at the year end	2	97,900	104,595	56,907	103,758	-	103,758	103,758	104,944	104,944	104,944

**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	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	97,900	104,595	56,907	103,758	-	103,758	103,758	104,944	104,944	104,944
Other current investments > 90 days		233,305	218,349	150,000	146,134	(54,476)	91,658	91,658	63,827	93,827	123,827
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>331,205</b>	<b>322,944</b>	<b>206,907</b>	<b>249,892</b>	<b>(54,476)</b>	<b>195,416</b>	<b>195,416</b>	<b>168,771</b>	<b>198,771</b>	<b>228,771</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	20,281	32,998	5,576	26,839	-	26,673	26,687	8,823	9,090	9,423
Other provisions					1,068						
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>		<b>20,281</b>	<b>32,998</b>	<b>5,576</b>	<b>27,907</b>	<b>-</b>	<b>26,673</b>	<b>26,687</b>	<b>8,823</b>	<b>9,090</b>	<b>9,423</b>
<b>Surplus(shortfall)</b>		<b>310,923</b>	<b>289,946</b>	<b>201,331</b>	<b>221,985</b>	<b>(54,476)</b>	<b>168,743</b>	<b>168,729</b>	<b>159,948</b>	<b>189,681</b>	<b>219,348</b>

## **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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>CAPITAL EXPENDITURE</b>										
<b>Total New Assets</b>	1	1,325	6,113	2,065	1,747	7,677	9,424	1,418	990	990
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	2,784	505	-	500	500	500	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	2,784	505	-	500	500	500	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	605	605	300	200	200
Intangible Assets		-	-	-	-	605	605	300	200	200
Computer Equipment		166	1,895	1,226	104	100	204	195	-	-
Furniture and Office Equipment		156	168	77	623	1,982	2,605	423	790	790
Machinery and Equipment		123	-	7	-	-	-	-	-	-
Transport Assets		880	1,266	250	1,020	4,490	5,510	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>Total Renewal of Existing Assets</b>	2	118	296	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		118	296	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		118	296	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-

<b>Total Upgrading of Existing Assets</b>	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>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
<b>Transport Assets</b>		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	4	1,443	6,409	2,065	1,747	7,677	9,424	1,418	990	990
<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>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		118	3,080	505	-	500	500	500	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		118	3,080	505	-	500	500	500	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	605	605	300	200	200
<b>Intangible Assets</b>		-	-	-	-	605	605	300	200	200
Computer Equipment		166	1,895	1,226	104	100	204	195	-	-
Furniture and Office Equipment		156	168	77	623	1,982	2,605	423	790	790
Machinery and Equipment		123	-	7	-	-	-	-	-	-
<b>Transport Assets</b>		880	1,266	250	1,020	4,490	5,510	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>		1,443	6,409	2,065	1,747	7,677	9,424	1,418	990	990

ASSET REGISTER SUMMARY - PPE (WDV)	5	39,404	41,376	48,463	30,098	7,177	53,484	56,208	55,298	54,288
<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 Assets										
Heritage Assets		16,213	16,213	16,213	-	-	16,213	16,213	16,213	16,213
Investment properties		12,643	12,643	12,640	12,643	-	12,640	12,640	12,640	12,640
Other Assets				6,341				6,841	6,841	7,341
Biological or Cultivated Assets										
Intangible Assets		87	1,517	2,541	1,517	605	2,122	2,841	3,041	3,241
Computer Equipment		1,517	3,009	3,780	4,915	100	5,015	3,990	3,990	4,090
Furniture and Office Equipment		2,945	2,757	2,443	3,715	1,982	5,697	9,178	8,068	6,258
Machinery and Equipment		978	911	692	911		911	692	692	692
Transport Assets		5,021	4,327	3,814	6,397	4,490	10,887	3,814	3,814	3,814
Land										
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	39,404	41,376	48,463	30,098	7,177	53,484	56,208	55,298	54,288
EXPENDITURE OTHER ITEMS		1,731	1,556	1,519	1,700	-	1,700	1,800	1,900	2,000
<u>Depreciation</u>	7	1,731	1,556	1,519	1,700	-	1,700	1,800	1,900	2,000
<u>Repairs and Maintenance by Asset Class</u>	3	-	-	-	-	-	-	-	-	-
<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		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		1,731	1,556	1,519	1,700	-	1,700	1,800	1,900	2,000
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		8.2%	4.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		6.8%	19.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>R&amp;M as a % of PPE</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal and upgrading and R&amp;M as a % of PPE</i>		0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

## **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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Household service targets</b>	1									
<b>Water:</b>										
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>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<b>Sanitation/sewerage:</b>										
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>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<b>Energy:</b>										
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>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<b>Refuse:</b>										
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>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<b>Households receiving Free Basic Service</b>	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)		-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>	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)		-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>										
<b>Total cost of FBS provided</b>		-	-	-	-	-	-	-	-	-
<b>Highest level of free service provided per household</b>										
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)		-	-	-	-	-	-	-	-	-
<b>Revenue cost of subsidised services provided (R'000)</b>	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		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<b>Total revenue cost of subsidised services provided</b>	6	-	-	-	-	-	-	-	-	-

# **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 2018) 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 2018. Key dates applicable to the process were:

- 24/01/2019 1<sup>st</sup> Budget Steering Committee meeting
- 06/03/2019 Mayoral Committee where draft budget presented and adopted
- 27/03/2019 Council to approve draft budget
- 03/04/2019 Public participation process
- 23/04/2019 Public participation ends
- 02/05/2019 2<sup>nd</sup> Budget Steering Committee meeting
- 08/05/2019 Mayoral Committee where draft budget presented and adopted
- 22/05/2019 Council to approve final budget
- 01/06/2019 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 2019/20 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 2019/20 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 2018/19 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, 91, 93 and 94 has been taken into consideration in the planning and prioritisation process.

### **Community Consultation**

The draft 2019/20 MTREF as tabled before Council on 27 March 2019 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 2019/20 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 2019/20 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 2019/20 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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				10,518	3,261	7,244	2,240		2,240	2,373	2,509	2,647
FINANCIAL VIABILITY AND MANAGEMENT				117,294	105,509	46,384	111,607	46,799	158,406	131,602	135,039	138,995
LOCAL ECONOMIC DEVELOPMENT					50	17,327	4,507		4,507			
GOOD GOVERNANCE AND PUBLIC PARTICIPATION					4,847	39,892	14,193		14,193	15,000	15,000	15,000
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT												
Allocations to other priorities			2									
<b>Total Revenue (excluding capital transfers and contributions)</b>			1	<b>127,812</b>	<b>113,667</b>	<b>110,847</b>	<b>132,547</b>	<b>46,799</b>	<b>179,346</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>

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

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
R thousand													
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				20,479	2,642					23,478	23,478	23,478	
FINANCIAL VIABILITY AND MANAGEMENT				62,551	55,825					120,497	124,070	128,164	
LOCAL ECONOMIC DEVELOPMENT				11,947	23,235					4,750	4,750	4,750	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				36,939	45,923					250	250	250	
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
Allocations to other priorities													
<b>Total Expenditure</b>				<b>1</b>	<b>131,916</b>	<b>127,625</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>148,975</b>	<b>152,548</b>	<b>156,642</b>

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

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
Not linked to IDP strategic objectives due to the nature of the entity - no infrastructure assets		A		1,403	6,113							
		B										
		C										
		D										
		E										
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
<b>Total Capital Expenditure</b>			1	<b>1,403</b>	<b>6,113</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC10 Sarah Baartman - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Vote 1 - vote name</b>	See SDBIP									
Function 1 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
<b>Vote 2 - vote name</b>										
Function 1 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
<b>Vote 3 - vote name</b>										
Function 1 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Entity 1 - (name of entity)</b>										
<i>Insert measure/s description</i>										
Entity 2 - (name of entity)										
<i>Insert measure/s description</i>										
Entity 3 - (name of entity)										
<i>Insert measure/s description</i>										
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	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Borrowing Management</b>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.0%	3.2%	5.1%	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	12.3%	15.0%	24.9%	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%
<b>Safety of Capital</b>											
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%
<b>Liquidity</b>											
Current Ratio	Current assets/current liabilities	10.1	8.2	12.4	7.9	-	6.2	6.2	8.5	10.0	11.4
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	10.1	8.2	12.4	7.9	-	6.2	6.2	8.5	10.0	11.4
Liquidity Ratio	Monetary Assets/Current Liabilities	9.8	8.0	12.1	7.8	-	6.1	6.1	8.2	9.7	11.2
<b>Revenue Management</b>											
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	8.8%	8.1%	5.3%	3.2%	0.0%	2.3%	2.3%	4.0%	3.8%	3.5%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<b>Creditors Management</b>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))										
Creditors to Cash and Investments		26.1%	33.3%	21.2%	30.8%	0.0%	30.8%	30.8%	14.3%	14.3%	14.3%
<b>Other Indicators</b>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	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)	30.2%	30.4%	29.7%	33.9%	-0.4%	25.0%	25.0%	30.8%	32.2%	33.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	33.9%	43.8%	53.9%	45.2%	0.0%	33.4%		36.3%	38.0%	39.6%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.4%	1.4%	1.4%	1.3%	0.0%	0.9%	0.9%	1.2%	1.2%	1.3%
<b>IDP regulation financial viability indicators</b>											
i Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	1.4	1.3	1.3	-	-	-	5.5	3.6	3.6	3.7
ii O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	792.9%	652.7%	410.0%	300.2%	0.0%	300.2%	300.2%	409.8%	395.5%	374.1%
iii Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	12.2	13.9	9.2	12.1	-	10.0	10.0	11.2	10.8	10.3



DC10 Sarah Baartman Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2015/16		2016/17		2017/18		Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22		
<b>Funding measures</b>															
Cash/cash equivalents at the year end - R'000	18(1)b	1	97,900	104,595	56,907	103,758	-	103,758	103,758	103,758	104,944	104,944	104,944	104,944	104,944
Cash + investments at the yr end less applications - R'000	18(1)b	2	310,923	289,946	201,331	221,985	(54,476)	168,743	168,729	168,729	159,948	189,681	189,681	219,348	219,348
Cash year end/monthly employee/supplier payments	18(1)b	3	12.2	13.9	9.2	12.1	-	10.0	10.0	10.0	11.2	10.8	10.8	10.3	10.3
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(7,092)	(13,959)	6,402	-	-	-	-	-	-	-	-	-	-
Service charge rev % change - macro CPIX target exclusive	18(1)a.(2)	5	N.A.	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)
Cash receipts % of Ratepayer & Other revenue	18(1)a.(2)	6	46.6%	19.5%	111.7%	122.8%	128.8%	126.7%	126.4%	103.6%	103.6%	102.5%	102.5%	102.0%	102.0%
Debt impairment expense as a % of total billable revenue	18(1)a.(2)	7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c.19	8	100.0%	100.0%	100.1%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10	N.A.	(19.3%)	(37.3%)	(24.9%)	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	26.8%	(4.0%)	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	12	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	8.4%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asset renewal % of capital budget	20(1)(vi)	14	8.4%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

# **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;
- Virement Policy and
- Enterprise Risk Management Policy

# **CHAPTER 9**



## **Overview Of Budget Assumptions**

## **CHAPTER 9**

### **OVERVIEW OF BUDGET ASSUMPTIONS**

The 2019/20 – 2021/22 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*)**

The global economy is growing but signs of slowing growth have emerged. The International Monetary Fund (IMF) projects that the world economy will grow by 3.5 percent in 2019 and 3.6 percent in 2020, compared to its prior estimate of 3.7 percent in both years.

GDP growth projections for the United States, China and Europe have been revised down over the last six months. This is mainly due to trade tensions between the US and China and lower crude prices that have reversed recent optimism about prospects for oil-exporting economies. World trade is expected to increase by 4 percent over the medium term, which is 1.3 percent lower than the growth in 2017.

Growth in developing economies is expected to decrease from 4.6 percent in 2018 to 4.5 percent in 2019 and thereafter increase to 4.9 percent in 2020. The decrease is mainly due to lower oil prices and trade risks. Developing countries remain susceptible to changes in investor sentiment.

Economic growth for most economies in sub-Saharan Africa, a major export destination for South African manufacturers, is expected to exceed 4 percent over the next 5 years.

Growth is returning to lower long-term averages in developed economies. These economies still face the risk of potential for tariff increases and retaliation. However, oil prices have eased and monetary policy tightening have become less aggressive in these economies.

#### **South African Economy (*in accordance with National Treasury*)**

South Africa's projected GDP growth forecast has been revised down from 1.5 percent to 0.7 percent in 2018. The National Treasury forecasts that the South African economy will grow by 1.5 percent in 2019, rising to 2.1 percent by 2021. The projections have taken into account weaker investment outcomes in 2018, a more fragile recovery in household income and slower export demand than expected due to moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

## **Employment**

The unemployment rate decreased from an average of 27.5 per cent in 2017 to 27.1 per cent in 2018. The labour market hinders easy entry into employment, particularly for young people. Net employment grew by 225 000 in 2018, mostly due to an increase in the informal non-agricultural sector. Private-sector employment growth remained flat over the first three quarters of 2018.

Lower industrial employment has been somewhat offset by stronger growth in services. Employment in gold mining has dropped during seven of the last eight quarters ending September 2018. Mining employment is expected to remain under pressure, with numerous companies announcing restructuring or mine closures.

The national minimum wage and other legislative amendments have been implemented, providing certainty in the labour market. Business and labour have pledged to support job creation and retention through the National Economic Development and Labour Council.

## **Household consumption**

Slow employment growth negatively affects household consumption. Over the first 9 months of 2018, household spending increased by 1.9 percent. This was caused by increased demand in the first quarter of the year, supported by a stronger rand, higher confidence and low inflation of durable and semi-durable goods. Household spending growth lost momentum as the year progressed due to reduced wage and employment growth, reduced confidence, and escalating petrol and electricity prices.

Household consumption is forecast to increase by 1.5 per cent in 2019. Weak employment growth and further decreases in real wages are expected to limit household incomes this year. Household wealth is also expected to remain under pressure in 2019, following a sharp regression in equity prices at the end of 2018, and restricted growth in house prices. Over the medium term, household spending is expected to benefit from an improvement in economic activity and net wealth, and lower levels of indebtedness.

## **Investment**

Investment fell by 0.3 per cent year-on-year in the first three quarters of 2018, following a 0.7 per cent growth in the same period in 2017. Investment by private businesses and general government dropped. As a percentage of GDP, investment has continuously deteriorated, reaching a 13-year low of 17.7 per cent in the third quarter of 2018. The combination of low growth in employment, investment and productivity continues to restrict economic growth.

Investment growth is projected to increase from 1.5 per cent in 2019 to 3 per cent in 2021 as confidence gradually improves, worn-out capital is replaced and the state improves its ability to execute capital projects. However, concerns about electricity supply and slower global growth pose risks to the near-term outlook.

The Investment Summit affirmed that South Africa continues to be an attractive investment destination, with R300 billion in investments pledged across a variety of sectors. Efforts by the President's investment ambassadors yielded another \$28 billion in investment pledges.

## **Balance of payments**

The current account deficit as a percentage of GDP expanded to 3.8 percent in the first 3 quarters of 2018, compared with a deficit of 2.3 per cent over the same period in 2017. Over the medium term, the deficit is expected to expand from 3.4 percent of GDP in 2019 to 4 percent in 2021. The trade surplus decreased from an average of 1.5 per cent of GDP in the first 9 months of 2017 to 0.3 percent over the same period in 2018. South Africa's terms of trade declined by 2 per cent over the period.

The balance on the financial account increased to 3.5 percent of GDP in the first 3 quarters of 2018, up from 1.5 percent in the same period in 2017. For the first time since 2013, net foreign direct investment rose over the three-quarter period, as foreign parent companies increased their holdings of South African subsidiaries, and as foreign acquisitions by South African firms slowed. Inward foreign direct investment grew by R70 billion in the first 3 quarters of 2018. Net portfolio investment fell by 31 per cent in the first three quarters of 2018.

## **Inflation**

Headline inflation declined from 5.3 per cent in 2017 to 4.7 per cent in 2018, as lower food and services inflation offset high petrol inflation in the second half of the year. Fuel inflation increased to 20.1 percent in the second half of 2018 due to higher oil prices, putting upward pressure on public transport and freight costs. As a result of these large fuel price increases, the Department of Energy is reviewing the basic fuel price formula.

Consumer price index (CPI) inflation is expected to reach 5.2 percent in 2019 in response to rising food inflation associated with higher fuel and agricultural input prices. Electricity inflation is also expected to rise. The National Treasury assumes an annual adjustment of 10 percent in electricity prices in each of the next three years, effective from July 2019.

## 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 least 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 480,000, 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	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
<b>Demographics</b>					
Population (Census 2011)					
<b>Economic</b>					
Inflation / inflation outlook (CPIX)	5,8	6,0	6,4	5,2	5,2
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A
Interest rate – investment	6.5	7,0	7,0	7,5	7,0
Remuneration increases	6.0	7,0	7,0	7,1	6.45
<b>Collection Rates</b>					
Property tax / services charges	n/a	n/a	n/a	n/a	n/a
Rental of facilities & equipment	98%	99%	100%	97%	97%
Interest – external investments	100%	100%	100%	100%	100%
Interest – debtors	98%	99%	100%	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 2018/2019 financial year forecasts no operating surplus or deficit, i.e. break even. Included in this forecast are amounts of Accumulated Surplus allocated to projects, based on budget principles and procedures.

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

<b>Details</b>	<b>Forecasted Actuals 2018/2019</b>
Revenue	179.3
Expenditure	179.3
Operating Surplus	0

Revenue is equal to Expenditure.

### **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 5.8%, 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 R93.4 million for the 2019/2020 financial year. The allocations for the outer years are R97.1 million and R101.1 million respectively, which represents an increase of 3.9% and 4.1% 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 R105.3 million, this excludes other Income.

These are:

Income Source	Budget 2018/2019	Budget 2019/2020	Increase/ Decrease
	R	R	%
Interest on Investments	17	15.0	- 11.8
Equitable Share	24.2	27.5	13.6
Levy Replacement Grant	64.1	66.0	2.9
Total	105.3	108.5	3.0

### 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:

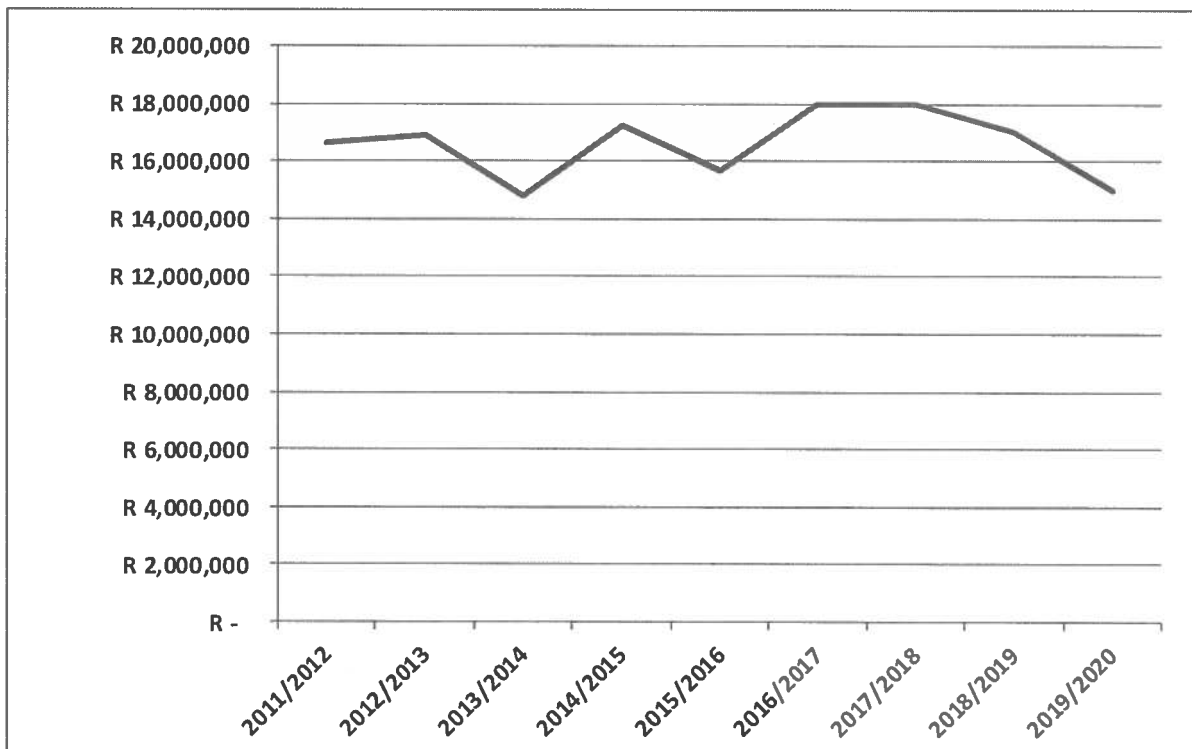
- Income generating efforts;
- Efficiently delivered services that are appropriate to needs;
- Short term and long term financial obligations; and
- Ability to maintain, renew and upgrade assets.

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 2019/20 Operating Budget it is estimated that an amount of R15 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 2018/19 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 2019/2020 financial year is detailed in Annexure "E".

### **Funding sources**

The capital expenditure will be funded from Accumulated Surpluses. In 2019/2020 financial year, approximately R1.4 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	2017/18	2018/19	2019/20
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	35%	39%	40%	37%

## **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 37% of the total expenditure including project expenditure for the 2019/20 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 2019/20 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 schedule 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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
<b>National Government:</b>		86,282	86,525	89,310	92,582	-	92,582	96,567	100,623	104,717
Local Government Equitable Share		21,827	22,641	22,641	24,262		24,262	27,500	29,367	31,423
RSC Levy Replacement		58,932	59,373	62,184	64,080		64,080	65,694	67,747	69,647
Finance Management		1,250	1,250	1,250	1,000		1,000	1,000	1,000	1,000
Municipal Systems Improvement		940	-	-	-		-			
Other transfers/grants [insert description]		3,333	3,261	3,235	3,240		3,240	2,373	2,509	2,647
<b>Provincial Government:</b>		9,150	-	-	-	-	-	-	-	-
Health subsidy		4,983	-	-						
Other grants		4,167	-	-						
Other transfers/grants [insert description]										
<b>District Municipality:</b> [insert description]		-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b> [insert description]		-	-	-	-	-	-	-	-	-
<b>Total Operating Transfers and Grants</b>	5	95,432	86,525	89,310	92,582	-	92,582	96,567	100,623	104,717
<b>Capital Transfers and Grants</b>										
<b>National Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
<b>District Municipality:</b> [insert description]		-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b> [insert description]		-	-	-	-	-	-	-	-	-
<b>Total Capital Transfers and Grants</b>	5	-	-	-	-	-	-	-	-	-
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		95,432	86,525	89,310	92,582	-	92,582	96,567	100,623	104,717

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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
<b>EXPENDITURE:</b>	1									
<b>Operating expenditure of Transfers and Grants</b>										
<b>National Government:</b>		86,282	86,525	89,310	92,582	-	92,582	96,567	100,623	104,717
Local Government Equitable Share		21,827	22,641	22,641	24,262		24,262	27,500	29,367	31,423
RSC Levy Replacement		58,932	59,373	62,184	64,080		64,080	65,694	67,747	69,647
Finance Management		1,250	1,250	1,250	1,000		1,000	1,000	1,000	1,000
Municipal Systems Improvement		940		-	-		-			
Other transfers/grants [insert description]		3,333	3,261	3,235	3,240		3,240	2,373	2,509	2,647
<b>Provincial Government:</b>		-	-	-	-	-	-	-	-	-
Health subsidy										
Other grants										
Other transfers/grants [insert description]										
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
[insert description]										
<b>Other grant providers:</b>		-	-	-	-	-	-	-	-	-
[insert description]										
<b>Total operating expenditure of Transfers and Grants:</b>		<b>86,282</b>	<b>86,525</b>	<b>89,310</b>	<b>92,582</b>	<b>-</b>	<b>92,582</b>	<b>96,567</b>	<b>100,623</b>	<b>104,717</b>
<b>Capital expenditure of Transfers and Grants</b>										
<b>National Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
[insert description]										
<b>Other grant providers:</b>		-	-	-	-	-	-	-	-	-
[insert description]										
<b>Total capital expenditure of Transfers and Grants</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>		<b>86,282</b>	<b>86,525</b>	<b>89,310</b>	<b>92,582</b>	<b>-</b>	<b>92,582</b>	<b>96,567</b>	<b>100,623</b>	<b>104,717</b>

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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Operating transfers and grants:</b>	1,3									
<b>National Government:</b>										
Balance unspent at beginning of the year										
Current year receipts		86,282	86,525	89,310	92,582		92,582	96,567	100,623	104,717
Conditions met - transferred to revenue		86,282	86,525	89,310	92,582	-	92,582	96,567	100,623	104,717
Conditions still to be met - transferred to liabilities										
<b>Provincial Government:</b>										
Balance unspent at beginning of the year										
Current year receipts		9,150								
Conditions met - transferred to revenue		9,150	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
<b>District Municipality:</b>										
Balance unspent at beginning of the year										
Current year receipts				1,000						
Conditions met - transferred to revenue		-	-	1,000	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
<b>Other grant providers:</b>										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
<b>Total operating transfers and grants revenue</b>		<b>95,432</b>	<b>86,525</b>	<b>90,310</b>	<b>92,582</b>	<b>-</b>	<b>92,582</b>	<b>96,567</b>	<b>100,623</b>	<b>104,717</b>
<b>Total operating transfers and grants - CTBM</b>	2	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital transfers and grants:</b>	1,3									
<b>National Government:</b>										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
<b>Provincial Government:</b>										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
<b>District Municipality:</b>										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
<b>Other grant providers:</b>										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
<b>Total capital transfers and grants revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital transfers and grants - CTBM</b>	2	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS AND GRANTS REVENUE</b>		<b>95,432</b>	<b>86,525</b>	<b>90,310</b>	<b>92,582</b>	<b>-</b>	<b>92,582</b>	<b>96,567</b>	<b>100,623</b>	<b>104,717</b>
<b>TOTAL TRANSFERS AND GRANTS - CTBM</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# **CHAPTER 12**



## **Allocation And Grants Made By The Municipality**

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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Cash Transfers to other municipalities</b>											
<i>Environmental health</i>	1	9,500	10,093	21,441	10,500	3,459	13,959	13,959	11,130	11,797	12,506
<i>Fire Services</i>		4,732	10,000		8,925		8,925	8,925	11,000	11,660	12,360
<b>Total Cash Transfers To Municipalities:</b>		<b>14,232</b>	<b>20,093</b>	<b>21,441</b>	<b>19,425</b>	<b>3,459</b>	<b>22,884</b>	<b>22,884</b>	<b>22,130</b>	<b>23,457</b>	<b>24,865</b>
<b>Cash Transfers to Entities/Other External Mechanisms</b>											
<i>Environmental health</i>	2										
<i>Development agency</i>		1,000	4,500		5,500		5,500	5,500	6,000	6,600	7,260
<i>Grant operating expenditure</i>		12,575	3,862		4,240		4,240	4,240	3,373	3,509	3,647
<b>Total Cash Transfers To Entities/Ems'</b>		<b>13,575</b>	<b>8,362</b>	<b>-</b>	<b>9,740</b>	<b>-</b>	<b>9,740</b>	<b>9,740</b>	<b>9,373</b>	<b>10,109</b>	<b>10,907</b>
<b>Cash Transfers to other Organs of State</b>											
<i>Environmental health</i>	3										
<b>Total Cash Transfers To Other Organs Of State:</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Transfers to Organisations</b>											
<i>Environmental health</i>											
<b>Total Cash Transfers To Organisations</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Transfers to Groups of Individuals</b>											
<i>Environmental health</i>											
<b>Total Cash Transfers To Groups Of Individuals:</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CASH TRANSFERS AND GRANTS</b>	<b>6</b>	<b>27,807</b>	<b>28,456</b>	<b>21,441</b>	<b>29,165</b>	<b>3,459</b>	<b>32,624</b>	<b>32,624</b>	<b>31,503</b>	<b>33,566</b>	<b>35,772</b>
<b>Non-Cash Transfers to other municipalities</b>											
<i>Insert description</i>	1										
<b>Total Non-Cash Transfers To Municipalities:</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Cash Transfers to Entities/Other External Mechanisms</b>											
<i>Environmental health</i>	2										
<b>Total Non-Cash Transfers To Entities/Ems'</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Cash Transfers to other Organs of State</b>											
<i>Environmental health</i>	3										
<b>Total Non-Cash Transfers To Other Organs Of State:</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Cash Grants to Organisations</b>											
<i>Environmental health</i>	4										
<b>Total Non-Cash Grants To Organisations</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Groups of Individuals</b>											
<i>Environmental health</i>	5										
<b>Total Non-Cash Grants To Groups Of Individuals:</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NON-CASH TRANSFERS AND GRANTS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS AND GRANTS</b>	<b>6</b>	<b>27,807</b>	<b>28,456</b>	<b>21,441</b>	<b>29,165</b>	<b>3,459</b>	<b>32,624</b>	<b>32,624</b>	<b>31,503</b>	<b>33,566</b>	<b>35,772</b>

# **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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
Basic Salaries and Wages		4,363	4,338	4,748	5,012		5,012	5,049	5,402	5,780
Pension and UIF Contributions				-	-		-			
Medical Aid Contributions				-	-		-			
Motor Vehicle Allowance		1,415	1,419	1,547	2,549		2,549	2,581	2,762	2,955
Cellphone Allowance		210	165	286	490		490	490	524	561
Housing Allowances				-	-		-			
Other benefits and allowances		619	454	1,063	130		130	76	81	87
<b>Sub Total - Councillors</b>		<b>6,607</b>	<b>6,376</b>	<b>7,644</b>	<b>8,180</b>		<b>8,180</b>	<b>8,196</b>	<b>8,769</b>	<b>9,383</b>
% increase	4		(3.5%)	19.9%	7.0%	(100.0%)	-	0.2%	7.0%	7.0%
<b>Senior Managers of the Municipality</b>	2									
Basic Salaries and Wages		4,924	3,573	5,239	4,142		4,142	4,302	4,603	4,925
Pension and UIF Contributions		436	93	102	-		-			
Medical Aid Contributions		61	53	62	-		-			
Overtime				-	-		-			
Performance Bonus		325	64	310	281		281	291	311	333
Motor Vehicle Allowance	3	564	324	516	648		648	648	694	742
Cellphone Allowance	3	25	27	37	25		25	25	27	29
Housing Allowances	3	7	9	10	-		-			
Other benefits and allowances	3	153	113	159	72		72	74	79	85
Payments in lieu of leave			2	-	-		-			
Long service awards				-	-		-			
Post-retirement benefit obligations	6			-	-		-			
<b>Sub Total - Senior Managers of Municipality</b>		<b>6,495</b>	<b>4,258</b>	<b>6,435</b>	<b>5,168</b>		<b>5,168</b>	<b>5,340</b>	<b>5,713</b>	<b>6,113</b>
% increase	4		(34.4%)	51.1%	(19.7%)	(100.0%)	-	3.3%	7.0%	7.0%
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		16,768	23,777	28,930	28,930		28,930	31,599	33,811	36,177
Pension and UIF Contributions		1,431	1,547	2,116	2,116		2,116	3,212	3,437	3,677
Medical Aid Contributions		6,681	4,778	5,361	5,361		5,361	1,202	1,286	1,376
Overtime			247	-	-		-			
Performance Bonus		640	1,053	980	980		980	1,756	1,879	2,011
Motor Vehicle Allowance	3	940	1,340	1,050	1,050		1,050	1,496	1,601	1,713
Cellphone Allowance	3	135	132	144	144		144	168	180	192
Housing Allowances	3	117	204	214	214		214	403	431	461
Other benefits and allowances	3	613	803	1,950	1,950		1,950	758	811	867
Payments in lieu of leave				-	-		-			
Long service awards				-	-		-			
Post-retirement benefit obligations	6			-	-		-			
<b>Sub Total - Other Municipal Staff</b>		<b>27,325</b>	<b>33,881</b>	<b>40,745</b>	<b>40,745</b>		<b>40,745</b>	<b>40,593</b>	<b>43,435</b>	<b>46,475</b>
% increase	4		24.0%	20.3%	-	(100.0%)	-	(0.4%)	7.0%	7.0%
<b>Total Parent Municipality</b>		<b>40,427</b>	<b>44,515</b>	<b>54,824</b>	<b>54,093</b>		<b>54,093</b>	<b>54,128</b>	<b>57,917</b>	<b>61,971</b>
			10.1%	23.2%	(1.3%)	(100.0%)	-	0.1%	7.0%	7.0%
<b>Board Members of Entities</b>										
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		108	152	108	108		108			
Payments in lieu of leave				-	-		-			
Long service awards				-	-		-			
Post-retirement benefit obligations	6			-	-		-			
<b>Sub Total - Board Members of Entities</b>		<b>108</b>	<b>152</b>	<b>108</b>	<b>108</b>		<b>108</b>	<b>-</b>	<b>-</b>	<b>-</b>
% increase	4		40.6%	(28.9%)	-	(100.0%)	-	(100.0%)	-	-

<b>Senior Managers of Entities</b>									
Basic Salaries and Wages		888	3,401	4,790	5,706		5,706		
Pension and UIF Contributions		-	-	-	-		-		
Medical Aid Contributions		-	-	-	-		-		
Overtime		-	-	-	-		-		
Performance Bonus		106	-	-	-		-		
Motor Vehicle Allowance	3	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	-	-	-	-		-		
<b>Sub Total - Senior Managers of Entities</b>		<b>1,115</b>	<b>3,401</b>	<b>4,790</b>	<b>5,706</b>	<b>-</b>	<b>5,706</b>	<b>-</b>	<b>-</b>
<b>% increase</b>	4		<b>205.1%</b>	<b>40.8%</b>	<b>19.1%</b>	<b>(100.0%)</b>	<b>-</b>	<b>(100.0%)</b>	<b>-</b>
<b>Other Staff of Entities</b>									
Basic Salaries and Wages		1,314	1,314	-	-		-		
Pension and UIF Contributions		-	-	-	-		-		
Medical Aid Contributions		-	-	-	-		-		
Overtime		-	-	-	-		-		
Performance Bonus		91	91	-	-		-		
Motor Vehicle Allowance	3	-	-	-	-		-		
Cellphone Allowance	3	-	-	-	-		-		
Housing Allowances	3	-	-	-	-		-		
Other benefits and allowances	3	284	284	-	-		-		
Payments in lieu of leave		-	-	-	-		-		
Long service awards		-	-	-	-		-		
Post-retirement benefit obligations	6	-	-	-	-		-		
<b>Sub Total - Other Staff of Entities</b>		<b>1,689</b>	<b>1,689</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% increase</b>	4		<b>-</b>	<b>(100.0%)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Municipal Entities</b>		<b>2,912</b>	<b>5,242</b>	<b>4,898</b>	<b>5,814</b>	<b>-</b>	<b>5,814</b>	<b>-</b>	<b>-</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>									
		<b>43,339</b>	<b>49,757</b>	<b>59,722</b>	<b>59,907</b>	<b>-</b>	<b>59,907</b>	<b>54,128</b>	<b>57,917</b>
<b>% increase</b>	4		<b>14.8%</b>	<b>20.0%</b>	<b>0.3%</b>	<b>(100.0%)</b>	<b>-</b>	<b>(9.6%)</b>	<b>7.0%</b>
<b>TOTAL MANAGERS AND STAFF</b>	5,7	<b>36,624</b>	<b>43,229</b>	<b>51,970</b>	<b>51,619</b>	<b>-</b>	<b>51,619</b>	<b>45,933</b>	<b>49,148</b>





DC10 Sarah Baartman - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers		Ref	2017/18			Current Year 2018/19			Budget Year 2019/20		
Number		1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>											
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
<b>Municipal employees</b>											
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
<i>Finance</i>			6	4	2	6	4	2	6	4	2
<i>Spatial/town planning</i>			-	-	-	-	-	-	-	-	-
<i>Information Technology</i>			1	1	-	1	1	-	1	1	-
<i>Roads</i>			-	-	-	-	-	-	-	-	-
<i>Electricity</i>			-	-	-	-	-	-	-	-	-
<i>Water</i>			-	-	-	-	-	-	-	-	-
<i>Sanitation</i>			-	-	-	-	-	-	-	-	-
<i>Refuse</i>			-	-	-	-	-	-	-	-	-
<i>Other</i>			-	-	-	-	-	-	-	-	-
Technicians			24	11	13	24	11	13	24	11	13
<i>Finance</i>			8	3	5	8	3	5	8	3	5
<i>Spatial/town planning</i>			1	-	1	1	-	1	1	-	1
<i>Information Technology</i>			-	-	-	-	-	-	-	-	-
<i>Roads</i>			-	-	-	-	-	-	-	-	-
<i>Electricity</i>			-	-	-	-	-	-	-	-	-
<i>Water</i>			-	-	-	-	-	-	-	-	-
<i>Sanitation</i>			-	-	-	-	-	-	-	-	-
<i>Refuse</i>			-	-	-	-	-	-	-	-	-
<i>Other</i>			15	8	7	15	8	7	15	8	7
Clerks (Clerical and administrative)			25	18	7	25	18	7	25	18	7
Service and sales workers			7	4	3	7	4	3	7	4	3
Skilled agricultural and fishery workers			-	-	-	-	-	-	-	-	-
Craft and related trades			-	-	-	-	-	-	-	-	-
Plant and Machine Operators			-	-	-	-	-	-	-	-	-
Elementary Occupations			-	-	-	-	-	-	-	-	-
<b>TOTAL PERSONNEL NUMBERS</b>		9	117	38	79	117	38	79	117	38	79
<b>% increase</b>			-	-	-	-	-	-	-	-	-
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 SA30 Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
<b>Cash Receipts By Source</b>																
Property rates																
Service charges - electricity revenue																
Service charges - water revenue																
Service charges - sanitation revenue																
Service charges - refuse revenue																
Rental of facilities and equipment	117	117	117	117	117	117	117	117	117	117	117	117	1,400	1,400	1,400	
Interest earned - external investments	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	15,000	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	4	50	50	50	
Transfer receipts - operational	31,488					31,488							94,464	98,114	101,880	
Other revenue	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	39,464	38,974	39,112	
<b>Cash Receipts by Source</b>	<b>36,029</b>	<b>4,541</b>	<b>4,541</b>	<b>4,541</b>	<b>4,541</b>	<b>36,029</b>	<b>4,541</b>	<b>4,541</b>	<b>36,029</b>	<b>4,541</b>	<b>4,541</b>	<b>4,541</b>	<b>150,378</b>	<b>153,538</b>	<b>157,452</b>	
<b>Other Cash Flows by Source</b>																
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																
<b>Total Cash Receipts by Source</b>	<b>36,029</b>	<b>4,541</b>	<b>4,541</b>	<b>4,541</b>	<b>4,541</b>	<b>36,029</b>	<b>4,541</b>	<b>4,541</b>	<b>36,029</b>	<b>4,541</b>	<b>4,541</b>	<b>4,541</b>	<b>150,378</b>	<b>153,538</b>	<b>157,452</b>	
<b>Cash Payments by Type</b>																
Employee related costs	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	45,933	49,148	52,888	
Remuneration of councillors	683	683	683	683	683	683	683	683	683	683	683	683	8,196	8,769	9,383	
Finance charges																
Bulk purchases - Electricity																
Bulk purchases - Water & Sewer																
Other materials																
Contracted services			720			720										
Transfers and grants - other municipalities																
Transfers and grants - other			7,876			7,876										
Other expenditure	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	60,447	58,024	55,516	
<b>Cash Payments by Type</b>	<b>9,548</b>	<b>9,548</b>	<b>18,144</b>	<b>9,548</b>	<b>9,548</b>	<b>18,144</b>	<b>9,548</b>	<b>9,548</b>	<b>18,144</b>	<b>9,548</b>	<b>18,144</b>	<b>9,548</b>	<b>148,960</b>	<b>152,548</b>	<b>156,482</b>	
<b>Other Cash Flows/Payments by Type</b>																
Capital assets																
Repayment of borrowing																
Other Cash Flows/Payments																
<b>Total Cash Payments by Type</b>	<b>9,548</b>	<b>9,548</b>	<b>18,144</b>	<b>9,548</b>	<b>9,548</b>	<b>18,144</b>	<b>9,548</b>	<b>9,548</b>	<b>18,144</b>	<b>9,548</b>	<b>18,144</b>	<b>10,866</b>	<b>150,378</b>	<b>153,538</b>	<b>157,452</b>	
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>26,481</b>	<b>(5,007)</b>	<b>(13,603)</b>	<b>(5,007)</b>	<b>(5,007)</b>	<b>17,885</b>	<b>(5,007)</b>	<b>(5,007)</b>	<b>17,885</b>	<b>(5,007)</b>	<b>(13,603)</b>	<b>(5,007)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Cash/cash equivalents at the month/year begin:	104,944	131,425	126,419	112,816	107,809	102,803	120,688	115,581	110,575	128,560	123,553	109,951	104,944	104,944	104,944	
Cash/cash equivalents at the month/year end:	131,425	126,419	112,816	107,809	102,803	120,688	115,581	110,575	128,560	123,553	109,951	104,944	104,944	104,944	104,944	

# **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

R thousand	Description	Ref	Preceding Years	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework			Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Total Contract Value
					Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22								
	Parent Municipality:														
	Revenue Obligation By Contract	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Revenue Implication														
	Expenditure Obligation By Contract	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Expenditure Implication														
	Capital Expenditure Obligation By Contract	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Capital Expenditure Implication														
	Total Parent Expenditure Implication														
	Entities:														
	Revenue Obligation By Contract	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Revenue Implication														
	Expenditure Obligation By Contract	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Operating Expenditure Implication														
	Capital Expenditure Obligation By Contract	2													
	Contract 1														
	Contract 2														
	Contract 3 etc														
	Total Capital Expenditure Implication														
	Total Entity Expenditure Implication														

# **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	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
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										



<b>Community Assets</b>	-	-	-	-	-	-	-	-	-
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 Abolition Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	-	2,784	505	-	500	500	500	-	-
Operational Buildings	-	2,784	505	-	500	500	500	-	-
Municipal Offices	-	2,784	505	-	500	500	500	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	-	605	605	300	200	200
Servitudes	-	-	-	-	605	605	300	200	200
Licences and Rights	-	-	-	-	605	605	300	200	200
Water Rights	-	-	-	-	605	605	300	200	200
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	605	605	300	200	200
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>	166	1,895	1,226	104	100	204	195	-	-
Computer Equipment	166	1,895	1,226	104	100	204	195	-	-
<b>Furniture and Office Equipment</b>	156	168	77	623	1,982	2,605	423	790	790
Furniture and Office Equipment	156	168	77	623	1,982	2,605	423	790	790
<b>Machinery and Equipment</b>	123	-	7	-	-	-	-	-	-
Machinery and Equipment	123	-	7	-	-	-	-	-	-
<b>Transport Assets</b>	880	1,266	250	1,020	4,490	5,510	-	-	-
Transport Assets	880	1,266	250	1,020	4,490	5,510	-	-	-
<b>Land</b>	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure on new assets</b>	1	1,325	6,113	2,065	1,747	7,677	9,424	1,418	990

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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
		1								
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-
Revelments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
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										
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-	-
Revenue Generating										
Improved Property										
Unimproved Property										
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>	118	296	-	-	-	-	-	-	-	-
Operational Buildings	118	296	-	-	-	-	-	-	-	-
Municipal Offices	118	296	-	-	-	-	-	-	-	-
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>	-	-	-	-	-	-	-	-	-	-
Computer Equipment										
<b>Furniture and Office Equipment</b>	-	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment										
<b>Machinery and Equipment</b>	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment										
<b>Transport Assets</b>	-	-	-	-	-	-	-	-	-	-
Transport Assets										
<b>Land</b>	-	-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Capital Expenditure on renewal of existing asset:</b>	<b>118</b>	<b>296</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Renewal of Existing Assets as % of total capex</b>	<b>0.0%</b>	<b>4.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Renewal of Existing Assets as % of deprecn"</b>	<b>6.8%</b>	<b>19.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

# **CHAPTER 18**



## **Legislative Compliance Status**

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## **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 2019/2020 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: 2019/20

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development and Community Services	55,527	37%
Finance & Corporate Services	41,951	28%
Economic Development and Planning	22,059	15%
Office of the Mayor	18,934	13%
Office of the Municipal Manager	10,503	7%
<b>Total</b>	<b>148,975</b>	<b>100%</b>

# **CHAPTER 20**



## **Municipal Entity Budget Information**



## **CHAPTER 20**

### **MUNICIPAL ENTITY INFORMATION**

The 2019/20 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.**

## CACADU DISTRICT DEVELOPMENT AGENCY

## DRAFT BUDGET - 2019/2020 - 2021/22

	APPROVED ADJUSTED			2019/2020	2020/2021	2021/2022
	BUDGET FOR	ACTUAL FOR THE	FORECASTED ACTUAL			
	2018/2019	YEAR TO DATE	2018/19			
<b>INCOME</b>	<b>9,625,500</b>	<b>45</b>	<b>5,650,000</b>	<b>14,906,500</b>	<b>44,570,000</b>	<b>8,612,000</b>
Sarah Baartman District Municipality Grant	5,500,000	-	5,500,000	6,000,000	6,300,000	6,600,000
Contribution from Surplus	3,775,500	-	-	4,200,000	-	-
Rental revenue	-	-	-	267,000	288,000	311,000
Interest	350,000	45	150,000	301,000	350,000	350,000
Conditional Grant - Dakawa Project	-	-	-	2,380,500	1,759,000	-
Conditional Grant - SBDM (Relocation)	-	-	-	1,000,000	30,800,000	-
VAT on Grants	-	-	-	507,000	4,884,000	-
Project Management fees	-	-	-	238,000	176,000	-
Other revenue	-	-	-	13,000	13,000	1,351,000
<b>OPERATIONAL EXPENDITURE</b>	<b>9,565,500</b>	<b>2,372,150</b>	<b>5,963,300</b>	<b>14,846,500</b>	<b>44,570,000</b>	<b>8,612,000</b>
<b>Employee related costs</b>	<b>5,706,000</b>	<b>1,876,484</b>	<b>4,161,800</b>	<b>6,017,000</b>	<b>6,417,000</b>	<b>6,838,000</b>
Chief Executive Officer	1,228,000	411,172	1,040,000	1,300,000	1,380,000	1,460,000
Finance Manager	989,000	98,900	197,800	-	-	-
Programme Manager 1	874,000	428,915	874,000	935,000	1,000,000	1,070,000
Programme Manager 2	874,000	432,287	874,000	935,000	1,000,000	1,070,000
Programme Manager 3	874,000	433,015	874,000	935,000	1,000,000	1,070,000
Admin Officer	480,000	53,029	110,000	420,000	449,000	480,000
Finance Officer	-	-	-	540,000	578,000	618,000
Business Development Officer	-	-	-	540,000	578,000	618,000
Performance Bonus	320,000	-	150,000	340,000	360,000	380,000
Skills Development Levy	56,000	15,894	35,000	60,000	60,000	60,000
UIF Agency contribution	11,000	3,272	7,000	12,000	12,000	12,000
<b>Remuneration of Directors</b>	<b>108,000</b>	<b>66,663</b>	<b>108,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
Directors/Board Fees - Meetings	75,000	58,000	75,000	75,000	75,000	75,000
Directors/Board fees - Committees	33,000	8,663	33,000	25,000	25,000	25,000
<b>Depreciation and asset impairment</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
Depreciation	25,000	-	25,000	40,000	40,000	40,000
<b>Other Expenditure</b>	<b>3,726,500</b>	<b>429,004</b>	<b>1,668,500</b>	<b>8,689,500</b>	<b>38,013,000</b>	<b>1,634,000</b>
Advertising and marketing	40,000	-	40,000	100,000	100,000	100,000
Audit Committee fees	90,000	15,245	55,000	90,000	90,000	90,000
Bank charges	6,000	3,373	8,500	9,000	9,500	10,000
Catering	15,000	6,843	15,000	15,000	16,000	17,000
Congress and visits - Local	250,000	94,984	250,000	250,000	250,000	250,000
Congress and visits - International	-	-	-	150,000	150,000	150,000
Congress and visits - Board members	75,000	58,644	75,000	100,000	100,000	100,000
External Audit fees	350,000	189,322	400,000	400,000	400,000	400,000
Insurance	12,000	-	-	15,000	15,000	15,000
Internal Audit fees	150,000	-	150,000	160,000	170,000	180,000
Legal Expenses	40,000	3,000	20,000	40,000	71,500	40,000
Postage & Cour	2,500	-	-	-	-	-
Printing & Stationery	30,000	5,176	15,000	25,000	25,000	25,000
Repairs and Maintenance	30,000	23,572	50,000	50,000	50,000	50,000
Staff Training and Development	100,000	10,000	50,000	100,000	100,000	100,000
Telephone and Internet	65,000	18,845	40,000	40,000	40,000	40,000
Utilities	35,000	-	-	30,000	30,000	30,000
Website management	6,000	-	-	60,000	12,000	12,000
Workshop expenses	30,000	-	-	25,000	25,000	25,000
<b>Planning &amp; Feasibility Studies</b>						
- SBDM LandDevelopment	800,000	-	200,000	600,000	-	-
- Jincheng Partnership	800,000	-	-	800,000	-	-
- Initiating New Projects	650,000	-	150,000	2,250,000	3,800,000	-
<b>Projects</b>						
- Fencing for Airport - BCR	150,000	-	150,000	-	-	-
- Dakawa Project	-	-	-	2,380,500	1,759,000	-
- Relocation of SBDM offices	-	-	-	1,000,000	30,800,000	-
<b>CAPITAL EXPENDITURE</b>	<b>60,000</b>	<b>22,256</b>	<b>60,000</b>	<b>60,000</b>	<b>-</b>	<b>-</b>
Computer Equipment	60,000	22,256	60,000	60,000	-	-
	-	-2,394,360	-373,300	-	-	-

# **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

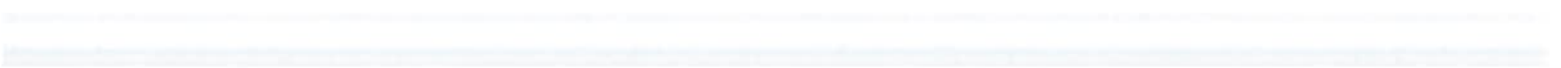
**Annexure "J"**: Director: Planning and Economic Development

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

# **CHAPTER 22**



## **Other Supporting Documentation**



DC10 Sarah Baartman - Supporting Table SA11 Property rates summary

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Valuation:</b>	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)										
<b>Valuation reductions:</b>										
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)										
<b>Total valuation reductions:</b>		-	-	-	-	-	-	-	-	-
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
<b>Rating:</b>										
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? (%)										
<b>Rate revenue:</b>										
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)										
<b>Total rebates, exemptns, reductns, discs (R'000)</b>		-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	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)(c) (note 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.
<b>Budget Year 2019/20</b>																	
<b>Valuation:</b>																	
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	5																
No. of successful objections	5																
No. of successful objections > 10%																	
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)																	
Fiat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
<b>Valuation reductions:</b>																	
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)																	
<b>Total valuation reductions:</b>	2																
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
<b>Rating:</b>																	
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/discounts (R'000)																	
<b>Total rebates,exemptns,reductns,discs (R'000)</b>																	

DC10 Sarah Baartman - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
							Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Property rates (rate in the Rand)</b>	1								
Residential properties		Not applicable to District							
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									
<b>Exemptions, reductions and rebates (Rands)</b>									
<b>Residential properties</b>									
R15 000 threshold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
<b>Other rebates or exemptions</b>	2								
<b>Water tariffs</b>									
<b>Domestic</b>									
Basic charge/ fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/k)									
Water usage - life line tariff		(describe structure)							
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)							
<b>Other</b>	2								
<b>Waste water tariffs</b>									
<b>Domestic</b>									
Basic charge/ fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/k)									
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)							
<b>Other</b>	2								
<b>Electricity tariffs</b>									
<b>Domestic</b>									
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)							
<b>Other</b>	2								
<b>Waste management tariffs</b>									
<b>Domestic</b>									
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	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
							Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Exemptions, reductions and rebates (Rands)</b> <i>[insert lines as applicable]</i>		Not applicable to District							
<b>Water tariffs</b> <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)							
<b>Waste water tariffs</b> <i>[insert blocks as applicable]</i>		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)							
<b>Electricity tariffs</b> <i>[insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

DC10 Sarah Baartman - Supporting Table SA14 Household bills

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20 % incr.	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Rand/cent</b>											
<b>Monthly Account for Household - 'Middle Income Range'</b>	1										
<b>Rates and services charges:</b>											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
<b>sub-total</b>		-	-	-	-	-	-	-	-	-	-
VAT on Services											
<b>Total large household bill:</b>		-	-	-	-	-	-	-	-	-	-
<b>% increase/-decrease</b>											
<b>Monthly Account for Household - 'Affordable Range'</b>	2										
<b>Rates and services charges:</b>											
Property rates	Not applicable										
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
<b>sub-total</b>		-	-	-	-	-	-	-	-	-	-
VAT on Services											
<b>Total small household bill:</b>		-	-	-	-	-	-	-	-	-	-
<b>% increase/-decrease</b>											
<b>Monthly Account for Household - 'Indigent' Household receiving free basic services</b>	3										
<b>Rates and services charges:</b>											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
<b>sub-total</b>		-	-	-	-	-	-	-	-	-	-
VAT on Services											
<b>Total small household bill:</b>		-	-	-	-	-	-	-	-	-	-
<b>% increase/-decrease</b>											

DC10 Sarah Baartman - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>Parent municipality</b>										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank		233,000	218,000	150,000	207,650	(30,000)	177,650	150,000	170,000	190,000
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										
<b>Municipality sub-total</b>	<b>1</b>	<b>233,000</b>	<b>218,000</b>	<b>150,000</b>	<b>207,650</b>	<b>(30,000)</b>	<b>177,650</b>	<b>150,000</b>	<b>170,000</b>	<b>190,000</b>
<b>Entities</b>										
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										
<b>Entities sub-total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Consolidated total:</b>		<b>233,000</b>	<b>218,000</b>	<b>150,000</b>	<b>207,650</b>	<b>(30,000)</b>	<b>177,650</b>	<b>150,000</b>	<b>170,000</b>	<b>190,000</b>

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 (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
		Yrs	Months												
Parent municipality	1														
Absa (2077814381)		12 months		Fixed Deposit	Yes	Fixed	0.0615	0	n/a	04 October 2019	-	-	-	8,000	8,000
Nedbank (78815014800000153)		12 months		Fixed Deposit	Yes	Fixed	0.0663	0	n/a	04 October 2019	-	-	-	15,000	15,000
FNB (7473507924)		12 months		Fixed Deposit	Yes	Fixed	0.0621	0	n/a	04 October 2019	-	-	-	12,000	12,000
Investec		12 months		Fixed Deposit	Yes	Fixed	0.08	0	n/a	30 March 2020	-	-	-	15,000	15,000
Standard Bank		12 months		Fixed Deposit	Yes	Fixed	0.08	0	n/a	30 March 2020	-	-	-	25,000	25,000
Absa		12 months		Fixed Deposit	Yes	Fixed	0.08	0	n/a	30 March 2020	-	-	-	25,000	25,000
Municipality sub-total														100,000	100,000
Entities															
Entities sub-total															
<b>TOTAL INVESTMENTS AND INTEREST</b>	1													100,000	100,000

DC10 Sarah Baartman - Supporting Table SA17 Borrowing

Borrowing - Categorised by type R thousand	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Parent municipality</b>										
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										
<b>Municipality sub-total</b>	1	-	-	-	-	-	-	-	-	-
<b>Entities</b>										
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										
<b>Entities sub-total</b>	1	-	-	-	-	-	-	-	-	-
<b>Total Borrowing</b>	1	-	-	-	-	-	-	-	-	-

Unspent Borrowing - Categorised by type	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Parent municipality</b>										
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										
<b>Municipality sub-total</b>	1	-	-	-	-	-	-	-	-	-
<b>Entities</b>										
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										
<b>Entities sub-total</b>	1	-	-	-	-	-	-	-	-	-
<b>Total Unspent Borrowing</b>	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	Mscoc 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		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 SA34c Consolidated repairs and maintenance by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls		-	-	-	-	-	-	-	-	-
Centres		-	-	-	-	-	-	-	-	-
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-

<i>Theatres</i>										
<i>Libraries</i>										
<i>Cemeteries/Crematoria</i>										
<i>Police</i>										
<i>Parks</i>										
<i>Public Open Space</i>										
<i>Nature Reserves</i>										
<i>Public Ablution Facilities</i>										
<i>Markets</i>										
<i>Stalls</i>										
<i>Abattoirs</i>										
<i>Airports</i>										
<i>Taxi Ranks/Bus Terminals</i>										
<i>Capital Spares</i>										
<i>Sport and Recreation Facilities</i>	-	-	-	-	-	-	-	-	-	
<i>Indoor Facilities</i>										
<i>Outdoor Facilities</i>										
<i>Capital Spares</i>										
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-	
<i>Monuments</i>										
<i>Historic Buildings</i>										
<i>Works of Art</i>										
<i>Conservation Areas</i>										
<i>Other Heritage</i>										
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-	
<i>Revenue Generating</i>										
<i>Improved Property</i>										
<i>Unimproved Property</i>										
<i>Non-revenue Generating</i>										
<i>Improved Property</i>										
<i>Unimproved Property</i>										
<b>Other assets</b>	118	296	9,100	500	-	500	500	500	500	
<i>Operational Buildings</i>	118	296	9,100	500	-	500	500	500	500	
<i>Municipal Offices</i>	118	296	9,100	500	-	500	500	500	500	
<i>Pay/Enquiry Points</i>										
<i>Building Plan Offices</i>										
<i>Workshops</i>										
<i>Yards</i>										
<i>Stores</i>										
<i>Laboratories</i>										
<i>Training Centres</i>										
<i>Manufacturing Plant</i>										
<i>Depots</i>										
<i>Capital Spares</i>										
<i>Housing</i>	-	-	-	-	-	-	-	-	-	
<i>Staff Housing</i>										
<i>Social Housing</i>										
<i>Capital Spares</i>										
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-	
<i>Biological or Cultivated Assets</i>										
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-	
<i>Servitudes</i>										
<i>Licences and Rights</i>										
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>										
<i>Local Settlement Software Applications</i>										
<i>Unspecified</i>										
<b>Computer Equipment</b>	-	-	-	-	-	-	-	-	-	
<i>Computer Equipment</i>										
<b>Furniture and Office Equipment</b>	-	-	-	-	-	-	-	-	-	
<i>Furniture and Office Equipment</i>										
<b>Machinery and Equipment</b>	-	-	-	-	-	-	-	-	-	
<i>Machinery and Equipment</i>										
<b>Transport Assets</b>	-	-	-	-	-	-	-	-	-	
<i>Transport Assets</i>										
<b>Land</b>	-	-	-	-	-	-	-	-	-	
<i>Land</i>										
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-	
<i>Zoo's, Marine and Non-biological Animals</i>										
<b>Total Repairs and Maintenance Expenditure</b>	1	118	296	9,100	500	-	500	500	500	
<b>R&amp;M as a % of PPE</b>		0.5%	1.7%	52.9%	3.2%	0.0%	2.1%	1.6%	2.0%	2.1%
<b>R&amp;M as % Operating Expenditure</b>		0.1%	0.2%	8.7%	0.4%	0.0%	0.3%	0.3%	0.3%	0.3%



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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
<b>Depreciation by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
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										
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
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										
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-	
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-	
Revenue Generating										
Improved Property										
Unimproved Property										
Non-revenue Generating										
Improved Property										
Unimproved Property										
<b>Other assets</b>	220	-	37	216	-	216	250	300	300	
Operational Buildings	220	-	37	216	-	216	250	300	300	
Municipal Offices	220	-	37	216	-	216	250	300	300	
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing										
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets										
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-	
Servitudes										
Licences and Rights										
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Lead Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>	453	483	390	445	-	445	450	500	500	
Computer Equipment	453	483	390	445	-	445	450	500	500	
<b>Furniture and Office Equipment</b>	316	331	324	311	-	311	320	320	320	
Furniture and Office Equipment	316	331	324	311	-	311	320	320	320	
<b>Machinery and Equipment</b>	92	90	83	95	-	95	-	-	-	
Machinery and Equipment	92	90	83	95	-	95	-	-	-	
<b>Transport Assets</b>	650	653	684	634	-	634	780	780	880	
Transport Assets	650	653	684	634	-	634	780	780	880	
<b>Land</b>	-	-	-	-	-	-	-	-	-	
Land										
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals										
<b>Total Depreciation</b>	1	1,731	1,556	1,519	1,700	-	1,700	1,800	1,900	2,000

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

Vote Description	Ref	2019/20 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Present value
<b>R thousand</b>								
<b>Capital expenditure</b>	1							
Vote 1 - Executive and Council		-	-	-				
Vote 2 - Finance and Corporate Services		1,136	990	990				
Vote 3 - Planning and Infrastructure Development		182	-	-				
Vote 4 - Health		30	-	-				
Vote 5 - Community Services		-	-	-				
Vote 6 - Housing		-	-	-				
Vote 7 - Public Safety		30	-	-				
Vote 8 - Sport and Recreation		-	-	-				
Vote 9 - Waste Management		-	-	-				
Vote 10 - Roads		-	-	-				
Vote 11 - Water		-	-	-				
Vote 12 - Electricity		-	-	-				
Vote 13 - Tourism		40	-	-				
Vote 14 - [NAME OF VOTE 14]		-	-	-				
Vote 15 - [NAME OF VOTE 15]		-	-	-				
<i>List entity summary if applicable</i>								
<b>Total Capital Expenditure</b>		1,418	990	990	-	-	-	-
<b>Future operational costs by vote</b>	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>								
<b>Total future operational costs</b>		-	-	-	-	-	-	-
<b>Future revenue by source</b>	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Rental of facilities and equipment								
<i>List other revenues sources if applicable</i>								
<i>List entity summary if applicable</i>								
<b>Total future revenue</b>		-	-	-	-	-	-	-
<b>Net Financial Implications</b>		1,418	990	990	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA36 Consolidated detailed capital budget

Function	Project Description	Project Number	Type	MTEF Strategic Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	2018/20 Medium Term Revenue & Expenditure Framework					
												Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2018/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
Parent municipality: List all capital projects grouped by function																	
The District Homeowner/ does not have any capital projects which would result in the capitalization of infrastructure assets. All assets budgeted for are for operational use and are categorised as PPE																	
Parent Capital expenditure																	
Entities: List all capital projects grouped by Entity																	
Entity A Water project A																	
Entity B Electricity project B																	
Entity Capital expenditure Total Capital expenditure																	

DC10 Sarah Baartman - Supporting Table SA37 Consolidated projects delayed from previous financial year/s

R-Resource	Function	Project name	Project number	Type	MISF Service Outcome	MDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Wind Location	GPS Longitude	GPS Latitude	Previous target year to complete	Current Year 2019/19		2019/20 Medium Term Revenue & Expenditure Framework	
														Original Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21
	Parent municipality: List all capital projects grouped by Function																
	The District Municipality does not have any capital projects which would result in the capitalization of infrastructure assets. All assets budgeted for use for operational use and are categorised as PPE																
	Entities: List all capital projects grouped by Entity																
	Entity Name Project name																

DC10 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	2015/16	2016/17	2017/18	Current Year 2018/19	2018/20 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
<b>Demographics</b> Population Females aged 5 - 14 Males aged 5 - 14 Females aged 15 - 34 Males aged 15 - 34 Unemployment		Not applicable to District Municipality										
<b>Monthly household income (no. of households)</b> 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 R51 201 - R102 400 R102 401 - R204 800 R204 801 - R409 600 R409 601 - R819 200 > R819 200	1, 12											
<b>Poverty (no. of households)</b> < R2 060 per household per month Insert description	13 2											
<b>Household demographics (000)</b> 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)												
<b>Housing statistics</b> Formal Informal Total number of households Dwellings provided by municipality Dwellings provided by province/s Dwellings provided by private sector Total new housing dwellings	3 4 5											
<b>Economic</b> Inflation/deflation outlook (CPI-X) Interest rate - borrowing Interest rate - investment Remuneration increases Consumption growth (electricity) Consumption growth (waste)	6											
<b>Collection rates</b> Property tax/service charges Rental of facilities & equipment Interest - external investments Interest - debtors Revenue from agency services	7											

# **ANNEXURES**

## mSCOA PROJECT LISTING - 2019/20

Project Code	Project Description	SCOA Account	Project Budget
ED001	DISTRICT DEVELOPMENT AGENCY	Operational: Typical Work Streams: Development Agency Establishment	R 6,000,000
ED002	AGRICULTURAL SUPPORT	Operational: Typical Work Streams: Agricultural: Assistance and Support	R 300,000
ED004	SBDM SMME SUPPORT PROGRAMME	Operational: Typical Work Streams: Community Development: Entrepreneurial Support System	R 1,000,000
ED010	BUSINESS DEVELOPMENT FORUM	Operational: Typical Work Streams: Strategic Management and Governance: Municipal Infrastructure Grant (MIG) Business Plan	R 90,000
ED011	INVESTMENT PROMOTION		R 200,000
ED12	SET UP ECONOMIC DESK		R 100,000
ED13	TRAINING IN RENEWAL ENERGY	Operational: Typical Work Streams: Communication and Public Participation: Awareness Campaign	R 200,000
ED014	DONOR MANAGEMENT STRATEGY		R 50,000
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 2,000,000
FC006	EMPLOYEE RELATED COST	Operational: Municipal Running Cost	R 54,128,294
FC007	CAPEX EXPENDITURE	Capital: Non-infrastructure: New: Furniture and Office Equipment	R 1,418,000
FC009	OPERATING EXPENDITURE	Operational: Municipal Running Cost	R 32,968,500
FC010	JOB DESCRIPTION WRITING		R 1,000,000
IN001	TECHNICAL TOWN PLANNING ASSISTANCE	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Assistance to Local Municipalities (Capacity Building)	R 635,000
IN002	IDP SUPPORT TO MUNICIPALITIES	Operational: Typical Work Streams: Strategic Management and Governance: IDP Implementation and Monitoring	R 100,000



Project Code	Project Description	SCOA Account	Project Budget
IN007	EHS CONTRIBUTION MUNICIPALITIES	Operational:Typical Work Streams:Environmental:Environmental Health	R 11,130,000
IN010	FIRE EQUIPMENT FOR LM		R 2,500,000
IN011	FIRE TRAINING ASSISTANCE TO LMS	Operational:Typical Work Streams:Capacity Building Training and Development:Development of Fire-fighters	R 1,100,000
IN013	PATERSON INTERGRATED EMERGENCY CENTRE	Operational:Maintenance:Non-infrastructure:Corrective Maintenance:Emergency:Other Assets:Operational Buildings:Training Centres:Buildings	R 7,500,000
IN014	CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	Operational:Maintenance:Non-infrastructure:Preventative Maintenance:Interval Based:Community Assets:Community Facilities:Fire/Ambulance Stations:Mechanical Equipment	R 11,000,000
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 600,000
IN019	RURAL ACCESS ROADS	Operational:Infrastructure Projects:Existing:Upgrading:Roads Infrastructure:Roads	R 2,373,000
IN020	INTER CITY BUS TERMINAL	Operational:Non-infrastructure:New:Community Assets:Community Facilities:Taxi Ranks/Bus Terminals	R 700,000
IN021	WSA SUPPORT FOR LMS	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 1,000,000
IN022	COORDINATION ROLE BY DM	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 200,000
IN029	REVIEW OF SBDM SPACIAL DEVELOPMENT FRAMEWORK	Operational:Typical Work Streams:Strategic Management and Governance:IDP Implementation and Monitoring	R 700,000
IN032	DISASTER MANAGEMENT PLAN LMS	Operational:Typical Work Streams:District Initiatives and Assistance to Municipalities:Assistance to Local Municipalities (Software and Application Support)	R 1,500,000
IN033	ASSESSMENT OF GIS SHARED SERVICES TO LMS		R 200,000
IN034	PLANS FOR FIRE STATION-BNLM		R 500,000
IN035	WATER ON LEAKS		R 1,000,000

Project Code	Project Description	SCOA Account	Project Budget
MM001	SUPPORT TO LMS (SERVICE DELIVERY)	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Assistance to Local Municipalities (Software and Application Support)	R 1,700,000
MM014	IMPLEMENTATION OF THE HIV/AIDS PLAN	Operational: Typical Work Streams: AIDS/HIV, Tuberculosis and Cancer: Support and Distribution Programmes: AIDS/HIV	R 250,000
MM016	STRENGTHENING STRATEGIC PARTNERSHIPS	Operational: Typical Work Streams: Strategic Management and Governance: Strategic Planning: Transformation and Related Matters	R 300,000
MM020	YOUTH FUND	Operational: Typical Work Streams: Community Development: Youth Projects: Youth Development	R 750,000
TOU001	CREATIVE INDUSTRIES	Operational: Typical Work Streams: Tourism: Tourism Development	R 800,000
TOU003	TOURISM MARKETING	Operational: Typical Work Streams: Tourism: Tourism Projects	R 2,500,000
TOU004	SBDM SMME SUPPORT PROGRAMME - TOURISM	Operational: Typical Work Streams: Tourism: Tourism Projects	R 600,000
TOU005	CULTURAL EXCHANGE		R 400,000
TOU006	DEVELOP TOURISM WEBSITE		R 200,000
			R 150,392,794

**Annexure “B”**

**Mandatory Performance Measures 2019/20**

<b>Mandatory Measure</b>	<b>SBDM</b>
% 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 R1 100 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**

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

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

\* Indicator supported and implemented across all Votes

## Annexure "D"

### Revenue by Source

<b>Source</b>	<b>Performance Measure</b>	<b>Performance Target</b>
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

ANNEXURE "E"

## CAPITAL BUDGET 2019/20

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
<b>EXECUTIVE AND COUNCIL - GFS</b>					
<b>OFFICE OF THE MUNICIPAL MANAGER</b>					
<b>LEGAL SERVICES</b>					
Electronic libraries	Computer Software	1	50,000	50,000	
				50,000	
<b>TOTAL VOTE : OFFICE OF MUNICIPAL MANAGER</b>				<b>50,000</b>	
<b>TOTAL : EXECUTIVE AND COUNCIL - GFS</b>				<b>50,000</b>	
<b>FINANCE AND ADMINISTRATION - GFS</b>					
<b>DEPARTMENT : FINANCE AND CORPORATE SERVICES</b>					
<b>FINANCE</b>					
<b>PROCUREMENT</b>					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
<b>ASSET MANAGEMENT</b>					
Fridge	Furniture and Fittings	1	8,000	8,000	Accumulated Surplus
Swivel Chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
				12,000	
<b>BTO</b>					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
<b>TOTAL : FINANCE</b>				<b>42,000</b>	
<b>INFORMATION TECHNOLOGY</b>					
<b>IT</b>					
Swivel chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
IT infrastructure	Office equipment	1	200,000	200,000	Accumulated Surplus
mSCOA system	Computer Software	1	250,000	250,000	Accumulated Surplus
<b>TOTAL : INFORMATION TECHNOLOGY</b>				<b>454,000</b>	
<b>PROPERTY SERVICES</b>					
<b>ESTATES</b>					
Airconditioners	Office equipment	6	15,000	90,000	Accumulated Surplus
Building refurbishment	Office equipment	1	500,000	500,000	Accumulated Surplus
<b>TOTAL: PROPERTY SERVICES</b>				<b>590,000</b>	
<b>TOTAL : FINANCE AND ADMINISTRATION - GFS</b>				<b>1,086,000</b>	

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
<b>PLANNING AND DEVELOPMENT - GFS</b>					
<b>DEPARTMENT : PLANNING AND ECONOMIC DEVELOPMENT</b>					
<b>TOURISM</b>					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Ipad	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
Desk	Furniture and Fittings	1	6,000	6,000	Accumulated Surplus
				40,000	
<b>LOCAL ECONOMIC DEVELOPMENT</b>					
Ipad	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
<b>GIS</b>					
Ipad	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Desk	Furniture and Fittings	1	8,000	8,000	Accumulated Surplus
Printer- GIS Plotter	Office equipment	1	60,000	60,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
Visitors chair	Furniture and Fittings	2	2,500	5,000	Accumulated Surplus
				92,000	
<b>TOTAL : PLANNING AND ECONOMIC DEVELOPMENT - GFS</b>				<b>147,000</b>	
<b>INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES - GFS</b>					
<b>DEPARTMENT : INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES</b>					
<b>MANAGEMENT</b>					
Overhead Projector	Office equipment	1	5,000	5,000	Accumulated Surplus
Filing cabinet	Furniture and Fittings	1	5,000	5,000	Accumulated Surplus
Office desk	Furniture and Fittings	1	13,000	13,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	7,000	7,000	Accumulated Surplus
				30,000	
<b>PMU</b>					
Laptop	Computer Equipment	2	15,000	30,000	Accumulated Surplus
				30,000	
<b>Water and sanitation</b>					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
<b>ENVIRONMENTAL HEALTH MANAGER</b>					
Laptop	Computer Equipment	2	15,000	30,000	Accumulated Surplus
				30,000	
<b>DISASTER MANAGEMENT HOD</b>					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
<b>DISASTER MANAGEMENT</b>					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
<b>VOTE TOTAL : DEPARTMENT : INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES</b>				<b>135,000</b>	
<b>TOTAL : INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES - GFS</b>				<b>135,000</b>	
<b>Total Capital Budget</b>				<b>1,418,000</b>	
<b>FUNDING OF CAPITAL BUDGET</b>					
SBDM - Accumulated Profits				1,418,000	
				1,418,000	



## TARIFFS 2019/2020

**1 COMPUTERISED INFORMATION**

1.1 Computer Prints - per eyeline page	b	each	R 4.50
1.2 Computer Disks			
1.2.1 Basic service fee	b	each	R 300.00
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 42.00
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**6 ESTATES**

6.1 Rental - Internal	b	per m <sup>2</sup>	R 84.00
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 ArcGIS Drawings**

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 Aerial Photo**

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 105.00

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 2019/20

Objective	Strategy	Project	Proj no.	Key Performance Indicator	Annual Target 2018/19	Department	GFS	2018/19 R's	Quarterly Performance Milestones 2017/18			
									30 Sep 2018 Target	31 Dec 2018 Target	31 Mar 2019 Target	30 Jun 2019 Target
<p><b>DEVELOPMENT PRIORITY 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b></p> <p>To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog</p> <p>Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.</p> <p>To provide and co-ordinate integrated spatial planning in the District.</p> <p>To promote integration between spatial planning and transportation planning to achieve sustainable human settlement.</p> <p>To provide roads infrastructure from basic services to a higher level in key strategic areas</p> <p>To provide effective fire fighting to all LMs in the district</p>	<p>Implementing of water projects as mandated by LMs</p> <p>Building investor and local business partnerships</p> <p>Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA)</p> <p>Implementation of transportation projects</p> <p>Implementation of road projects as mandated by LMs</p> <p>Provide fire fighting capacity</p> <p>Provide resources</p>	<p>Water Conservation and Demand Management)</p> <p>Support to the Capetown District Development Agency</p> <p>Review and Consolidation of Helderberg Zoning Scheme Regulations in terms of the Spatial Planning and Land Use Management Act (SPLUMA)</p> <p>Review of Sarah Bhebehan District Municipality Spatial Development Framework</p> <p>Rural Roads Asset Management System (RRAMS) - Development of Roads Maintenance Plans</p> <p>Fire Fighting Training Assistance to Local Municipalities</p> <p>Palerson Disaster Emergency Centre in Sundays River Valley Local Municipality</p> <p>Development of Building Plans for Fire Station in Graaff-Reinet, Dr. Boyers Haude Local Municipality</p> <p>Disaster Management Plans for SBDM (7 LMs)</p>	<p>IN003</p> <p>IN001</p> <p>IN029</p> <p>IN020</p> <p>IN019</p> <p>IN011</p> <p>IN033</p> <p>IN032</p> <p>IN031</p> <p>FC002 &amp; FC003</p> <p>ED004</p>	<p>Repairing of Water Leaks in approximately 1000 households in Completed</p> <p>Ensure 100% funding support in terms of budget allocation. Host 4 institutional (administrative) meetings to support the CDDA and attending 4 CDDA Board Meetings</p> <p>Reviewed Helderberg Zoning Scheme in terms of SPLUMA</p> <p>Review of the approved SBDM Spatial Development Framework (SDP) - First Draft</p> <p>Construction of an inter-city Bus Terminal in Graaff-Reinet and Taxi Rank completed</p> <p>Rural Roads Asset Management System (RRAMS) - Development of Roads Maintenance Plans</p> <p>Training of 15 Fire Personnel Completed</p> <p>Construction of Palerson Disaster Emergency Centre in Sundays River Valley Local Municipality Completed</p> <p>Building Plans for Construction of Fire Station in Graaff-Reinet, Dr. Boyers Haude Local Municipality Approved</p> <p>Development of Disaster Management Plans for SBDM (7 LMs) Completed</p> <p>1 Provision of assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes</p> <p>7 LMs (financially and non-financially) supported in the District</p>	<p>Infrastructure Development and Community Services</p> <p>Planning and Economic Development</p> <p>Planning and Economic Development</p> <p>Planning and Economic Development</p> <p>Infrastructure Development and Community Services</p> <p>Infrastructure Development and Community Services</p> <p>Infrastructure Development and Community Services</p> <p>Infrastructure Development and Community Services</p> <p>Infrastructure Development and Community Services</p> <p>Finance &amp; Corporate Services</p> <p>Finance and Admin</p>	<p>R 1,000,000</p> <p>R 5,000,000</p> <p>R 635,000</p> <p>R 700,000</p> <p>R 2,170,000</p> <p>R 2,373,000</p> <p>R 1,100,000</p> <p>R 7,500,000</p> <p>R 500,000</p> <p>R 1,500,000</p> <p>R 2,400,000</p> <p>R 1,000,000</p>	<p>Water</p> <p>Planning &amp; Development</p> <p>Planning &amp; Development</p> <p>Planning &amp; Development</p> <p>Road Transport</p> <p>Roads</p> <p>Public Safety</p> <p>Public Safety</p> <p>Public Safety</p> <p>Public Safety</p> <p>Finance and Admin</p> <p>LED</p>	<p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>Public Participation completed</p> <p>Process Plan approved by Council</p> <p>Construction of addition facility commenced</p> <p>Bid Documentation for Procurement Completed</p> <p>Bid documentation for procurement completed</p> <p>Building Plans Completed</p> <p>Bid Documentation for Procurement Completed</p> <p>Submission of the Second Draft of Disaster Management Plans for 7 LMs</p> <p>NA</p>	<p>To be determined</p> <p>75% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting</p> <p>Submission of Final Report for Zoning Scheme Regulations to Helderberg Local Municipality for adoption</p> <p>Status Quo Report Completed</p> <p>60% completion of Addition facilities and shelters</p> <p>Appointment of a Service Provider</p> <p>Appointment of a Service Provider</p> <p>Bid Documentation for Procurement Completed</p> <p>Building Plans Completed</p> <p>Submission of the Final Draft of Disaster Management Plans for 7 LMs</p> <p>Administrative planning and preparation to hold workshop with 7 LMs at SBDM</p>	<p>To be determined</p> <p>100% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting</p> <p>Not Applicable</p> <p>Reviewing of Strategies and Objectives</p> <p>100% completion of Addition facilities and shelters</p> <p>Development of Roads Maintenance Plans for 1 Local Municipality Completed</p> <p>Training of 10 Fire Personnel commenced</p> <p>Appointment of a Service Provider</p> <p>Building Plans Completed</p> <p>Adoption of the Final Disaster Management Plans by 3 Local Municipalities</p> <p>Administrative AG reports of LMs and making recommendations for 7 LMs</p> <p>Perform Assessment of the Edizom accounts for all 7 LMs</p> <p>Assessment for 4 LMs</p>	<p>30 Jun 2019 Target</p> <p>31 Mar 2019 Target</p> <p>31 Dec 2018 Target</p> <p>30 Sep 2018 Target</p>	
		<p>Improve corporate governance systems both in the district and LMs</p> <p>Promote economic participation and evaluation by increasing the number and support to small enterprises</p>	<p>Provide assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes</p> <p>7 LMs (financially and non-financially) supported in the District</p>	<p>Support to LMs in the Local Municipalities</p>	<p>FC002 &amp; FC003</p> <p>ED004</p>	<p>7 LMs (financially and non-financially) supported in the District</p>	<p>Planning and Economic Development</p>	<p>R 1,000,000</p>	<p>Consultation with LMs to finalise the SBME needs in order to compile a list of their needs for support. 1 SBME supported</p>	<p>A further 2 SBME supported financially and non-financially</p> <p>A further 2 SBME supported financially and non-financially</p> <p>A further 2 SBME supported financially and non-financially</p>	<p>30 Jun 2019 Target</p> <p>31 Mar 2019 Target</p> <p>31 Dec 2018 Target</p> <p>30 Sep 2018 Target</p>	

Quarterly Performance Milestones 2017/18												
Objective	Strategy	Project	Proj no.	Key Performance Indicator	Annual Target 2018/19	Department	GFS	2018/19 R's	30 Sep 2018 Target	31 Dec 2018 Target	31 Mar 2018 Target	30 Jun 2018 Target
To position the District as a nationally recognised tourism brand	To showcase the District as a distinctive brand, and communicate these two markets	Tourism Marketing	TOU003	Review targets for tourism and marketing activities for new financial year. Implement the reviewed tourism marketing targets/ activities for the District through participation in 4 Exhibitions (WTM, Indaba, Galway Show and Shanghai Expo).	Review targets for tourism and marketing activities for new financial year. Implement the reviewed tourism marketing targets/ activities for the District through participation in 4 Exhibitions (WTM, Indaba, Galway Show and Shanghai Expo).	Planning and Economic Development	Tourism	R 1,850,000	Implement the reviewed Tourism marketing Strategy through Participation in the Galway Show	Participation in the Shanghai Expo and conduct 1 summer campaign	Procurement of collateral for exhibitions	Participation at the World Travel Markets Tourism Indaba in Dubai and
To grow tourism sector's absolute contribution to the District Economy	To increase public sector investment in Tourism Infrastructure Investment	Review of the Tourism Website	TOU002	An Operational Tourism Website	An Operational Tourism Website	Planning and Economic Development	Tourism	R 200,000	To be determined	To be determined	To be determined	To be determined
To increase Domestic and Foreign visitors	To increase Domestic and Foreign visitors	Development/Support to SMEs for Tourism in the Local Municipality	TOU004	7 SMEs in Tourism supported in the SBDM District (financially and non-financially)	7 SMEs in Tourism supported in the SBDM District (financially and non-financially)	Planning and Economic Development	Tourism	R 600,000	Consultation with LMs to finalise the SME needs in order to complete a list of their needs for support. 1 SME supported	A further 2 SMEs in Tourism supported in the SBDM District (financially and non-financially)	A further 2 SMEs in Tourism supported in the SBDM District (financially and non-financially)	A further 2 SMEs in Tourism supported in the SBDM District (financially and non-financially)
Developing skills and education base by increasing the number of semi-skilled and skilled	To promote creative arts and talent development	Support 5 festivals across the District	TOU001	Support creative industry activities in the 7 LMs in the District	Support creative industry activities in the 7 LMs in the District	Planning and Economic Development	Creative Industries	R 600,000	Planning and Consultation with Key roles players to compile a list of activities that will be supported	Support 1 Summer Festival in Sundays River	Support Annual Festival in Port Alfred	Support National Arts Festival in MaLana and 2 Heritage Festivals in Pooqqa and Ndababe
Increase agricultural income to achieve year on year growth in the agriculture and agro-processing sectors	Facilitate investment in local and regional agri-industry plan to increase product demands and improve prices	Provide agricultural support to emerging farmers in the district	ED002	2 emerging farmers in agriculture supported	2 emerging farmers in agriculture supported	Planning and Economic Development	LED	R 300,000	Planning and Identification of the two beneficiaries to receive support	1 Beneficiary supported	Support continue and submission of Progress Report by the Mentor	Monitoring/Evaluation
<b>DEVELOPMENT PRIORITY 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION)</b>												
To reduce the impact of HIV/AIDS in the District	Implementation of the District and Local HIV/AIDS Plan	Implementation of the HIV/AIDS Plan in the District	MM014	100% implementation of the planned issues according to the HIV/AIDS Plan in the District	HIV/AIDS Plan implemented through: HCT (HIV Counselling and Testing), TB (Tuberculosis) and STI (Sexually Transmitted Infections) GBV (Gender Based Violence), Anti-Substance Abuse Campaigns through community Dialogues and Door to Door campaigns	Municipal Manager	Community and Social Service	R 250,000	HCT Drives in 2 LMs, 2 Educational Sessions on Gender-Based Violence (GBV) in 2 LMs 2 Anti-Substance Abuse Campaigns in 2 Lms	16 Days of Action (GBV and Anti-Substance Abuse Campaigns. Inter-faith Prayer Service and International Human Rights Day). Hosting of District Wide Aids Day including Door-to-Door Campaign on HIV/AIDS in 1 LM	Conduct 2 TB Campaigns in 2 LMs, Sexual Reproductive Health, Care and Rights campaigns at 2 schools and lock TB at schools campaign in 3 LMs	Hold 2 Candlelight Memorial Services (people who have died of TB and HIV) in 2 LMs. Hold Child Protection Campaign in 2 LMs. HCT Drive in 1 LM. Empowerment Session on HIV, TB and STI in 1 LM. Anti-Substance Abuse Campaign in 1 LM.
<b>DEVELOPMENT PRIORITY 5: MUNICIPAL, TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>												

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

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MADE AND ENTERED INTO BY AND BETWEEN:



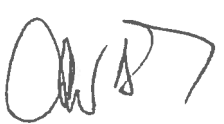
**THE SARAH BAARTMAN DISTRICT MUNICIPALITY  
AS REPRESENTED BY THE EXECUTIVE MAYOR**

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

**AND**

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

FOR THE FINANCIAL YEAR:  
1 JULY 2018 – 30 JUNE 2019

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**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

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

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### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1<sup>st</sup> July 2018 and will remain in force until 30 June 2019 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.

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## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 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	22,31%
Basic Service Delivery	6,61%
Local Economic Development (LED)	6,61%
Municipal Financial Viability and Management	31,41%
Good Governance and Public Participation	33,06%
<b>Total</b>	<b>100%</b>

- 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:

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

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

**6.5.2 Assessment of the CCRs**

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

**6.5.3 Overall rating**

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

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

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

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

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

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

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

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

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

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

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

<b>First quarter</b>	:	July – September	<b>Before end October 2018</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2019</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2019</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2020</b>

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: -.

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 –

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B.B.

- 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.

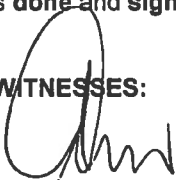
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.


**13. GENERAL**

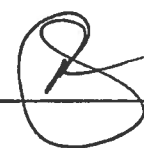
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, 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 26<sup>TH</sup> day of NOVEMBER 2018

**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

**SÁRAH BAARTMAN DISTRICT MUNICIPALITY**

**PERFORMANCE PLAN : Ted Pillay**

**2018/2019**

**Municipal Manager**

**Municipal Managers Office**

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K. Pillay

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)  
2018/2019

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
<b>KPA 1. BASIC SERVICE DELIVERY</b>									
General	100% of SDBIP (operational and capital projects) implemented.	Ensure 90% implementation and spending of SDBIP projects in Infrastructure Development and Community Services Department	90% implementation of SDBIP projects and expenditure	SDBIP quarter report and Annual Performance Report	6.6%	Achieved as per Q1 SDBIP target	Achieved as per Q2 SDBIP target	Achieved as per Q3 SDBIP target	Achieved as per Q4 SDBIP target
<b>KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>									
Well capacitated Municipalities on Governance and administration as per DLGTA section 46 assessment	Building in-house capacity in LM so that they can perform their functions and stabilise institutional systems	Development of a Comprehensive Support Strategy for 7 LM's in terms of their identified needs (DEV00226)	Comprehensive Support Strategy Plan developed for 7 Local Municipalities	Report	5%	Development of Terms of Reference and appointment of service provider	Development of the Comprehensive Support Strategy for the LM's	Implementation of the Comprehensive Strategy for the seven LM	Continuation of the implementation of the support strategy
	Support and Capacity Building to the 7 LM (Financial Support and Improvement) (DEV00225)	Support and Capacity Building to the 7 LM	Support and Capacity Building to the 7 LM	Report	5%	Planning and development of support plans for the 7 LM's in terms of their requirements (PMS, By-Laws, SPLUMA etc. as required by LM's)-Financial Support and Improvement	Capacity Building and Support for the 7 LM's commence in terms of support plans(PMS, By-Laws, SPLUMA etc. as required by LM's)-Financial Support and Improvement	50% of Capacity Building and Support completed in terms of support plans for LM's (PMS, By-Laws, SPLUMA etc. as required by LM's)-Financial Support and Improvement	100% of Capacity Building and Support completed in terms of support plans for LM's (PMS, By-Laws, SPLUMA etc. as required by LM's)-Financial Support and Improvement
General	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 annual targets	SBDM EE Plan	1.7%	Full compliance to EE Plan annual targets and EE Act	Full compliance to EE Plan annual targets and EE Act	Full compliance to EE Plan annual targets and EE Act	Full compliance to EE Plan annual targets and EE Act
	Training	Ensuring implementation to SBDM's workplace skills plan	100% implementation of employee workplace skills plan in place	Employee workplace skills plan	1.7%	NA	Report against plan	NA	R300,000 spent and recorded as a figure and %
	Risk Management	To ensure all issues as per the Risk Register is dealt with timeously and to include and deal with emerging risks in the Register	Risks identified and addressed	Report on Risk Register	5%	Risks as per the Risk register and emerging risks dealt with timeously	Risks as per the Risk register and emerging risks dealt with timeously	Risks as per the Risk register and emerging risks dealt with timeously	Risks as per the Risk register and emerging risks dealt with timeously

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PERFORMANCE PLAN : Ted Pillay (Municipal Manager)  
2018/2019

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
To ensure an Effective HR and Corporate Services Section	To ensure all HR and Corporate Services issues are dealt with timeously (HR and Corporate Service policies developed and reviewed, Delegation Register reviewed)	To ensure all HR and Corporate Services issues are dealt with timeously (HR and Corporate Service policies developed and reviewed, Delegation Register reviewed)	To ensure all HR and Corporate Services issues are dealt with timeously (HR and Corporate Service policies developed and reviewed, Delegation Register reviewed)	Reports	4.1%	To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed)	To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed)	To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed)	To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed)
<b>KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)</b>									
General	100% of SDBIP (operational and capital projects) implemented.	Ensure 90% implementation and spending of SDBIP projects in Planning and Economic Development Department	90% implementation of SDBIP projects in the Department	Quarterly SDBIP Report and Annual Performance Report	6.6%	As per Q1 SDBIP Q1 target	As per Q1 SDBIP Q2 target	As per Q1 SDBIP Q3 target	Ensure 90% implementation and spending of SDBIP projects in Planning and Economic Development Department
<b>KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>									
General	Exercise financial control over SBDM	Annually approved budget by 31 May	A credible approved budget by 31 May annually	Council minutes	8.3%	NA	Roll-over and budgets adjustments received and considered	Draft budget approved by 31 March annually	Final budget approved by 31 May annually
		Operating Expenditure variance not to exceed 10%	Within 10% variance of actual expenditure	Annual financial statements	4.1%	Projected expenditure variance within 10%	Projected expenditure variance within 10%	Projected expenditure variance within 10%	Projected expenditure variance within 10%
	Timeously completion of Financial Statements ito of legislation	Delivery of financial statements to OAG on or before 31 August	Delivery of statements to AG by 31 August annually	Proof of delivery	8.3%	Financial Statements delivered	NA	NA	NA
		Submission of Consolidated Financial Statements by 30 September annually	Submission of Consolidated Financial Statements by 30 September annually	Consolidated AFS	1.7%	Consolidated AFS submitted	NA	NA	NA
	100% of SDBIP (operational and capital projects) implemented.	Ensure 90% implementation and spending of SDBIP projects in Finance and Corporate Services	90% implementation of SDBIP projects in the Finance and Corporate Services Department	Quarterly SDBIP Report and Annual Performance Report	5%	As per Q1 SDBIP target	As per Q2 SDBIP target	As per Q3 SDBIP target	Ensure 90% implementation and spending of SDBIP projects in Finance and Corporate Services Department

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