

CITY OF JOHANNESBURG

**MEDIUM-TERM BUDGET
2020/21 TO 2022/23**

JULY 2020

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Abbreviations and Acronyms

ALCO	Assets and Liabilities Committee
Budget Lekgotla	A planning forum aimed at identifying key spending priorities for the City for a specific planning cycle.
BSC	Budget Steering Committee
BRT	Bus Rapid Transit, a project initiated to improve public transport within the City.
CAPEX	Capital expenditure, spending on municipal assets such as land, buildings, roads, etc.
CFO	Chief Financial Officer
CIF	Capital Investment Framework
CIMS	Capital Investment Management System, a system used to prioritise capital projects in the City
CM	City Manager
CoJ	City of Johannesburg
CPI	Consumer Price Index.
DED	Department of Economic Development, one of the City’s core departments
DMTN	Domestic Medium-Term Note.
DoRA	Division of Revenue Act
EM	Executive Mayor
ESP	Expanded Social Package
FBE	Free basic electricity
FBS	Free basic services
FBW	Free basic water
GAAP	Generally Accepted Accounting Practice
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
GDS	Growth and Development Strategy, the City’s long- term strategy for development.
GDP	Gross domestic product
GMS	Growth Management Strategy, the City’s strategy for the management of growth within the City.
HSDG	Human Settlement Development Grant
IBT	Inclining Block Tariff
IDP	Integrated Development Plan, a strategic document detailing the City’s medium- term plan for development.
IGR	Intergovernmental relations
Kl	kiloliter
Km	kilometer
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local economic development
MEs	Municipal entities, companies in which the City is the sole shareholder, established to provide services to residents on behalf of the City.

MBRR	Municipal Budgeting and Reporting Regulations
MFMA	Municipal Finance Management Act, Act 56 of 2003, legislation providing a framework for financial management in local government
MIG	Municipal Infrastructure Grant
MMC	Member of the Mayoral Committee
MPRA	Municipal Properties Rates Act
MSA	Municipal Systems Act, Act 32 of 2000
MTB	Medium Term Budget, a three-year financial plan of a municipality
MTEF	Medium- term Expenditure Framework
NERSA	National Electricity Regulator South Africa
NGO	Non- governmental organisations
NT	National Treasury of South Africa
OPEX	Operating expenditure, spending on the day to day operational activities such as salaries and wages, repairs and maintenance, general expenses
PBO	Public benefit organisations
PMS	Performance Management System
PPP	Public- Private Partnerships
RSC	Regional Services Council
SA	South Africa
SALGA	South African Local Government Association
SARB	South African Reserve Bank
SDBIP	Service Delivery and Budget Implementation Plan, a detailed plan containing quarterly performance targets and monthly budget estimates
SMME	Small, Micro and Medium Enterprises
VOTE	Segments (Departments/Municipal Entities/Programmes) into which a budget is divided for the appropriation of funds

List of Votes

Economic Development
Environment and Infrastructure
Transport Department
Community Development
Health
Social Development
Group Forensic Investigation Services
Ombudsman
City Manager
Speaker: Legislative Arm of Council
Group Information Communication Technology
Group Finance
Group Corporate and Shared Services
Housing
Development Planning
Public Safety
Municipal Entities Accounts
City Power
Johannesburg Water
Pikitup
Johannesburg Roads Agency
Metrobus
Johannesburg Parks and Zoo
Johannesburg Development Agency
Johannesburg Property Company
Metropolitan Trading Company
Joburg Market
Johannesburg Social Housing Company
Joburg City Theatres

Purpose

The purpose of this document is to submit the 2020/21 Medium Term Budget for approval.

The Budget has been compiled within the framework of the Municipal Financial Management Act (MFMA), Municipal Budget and Reporting Regulations (MBRR), MFMA Circulars No 51, 54, 55, 59, 66, 67, 70, 74, 75, 78, 79, 82, 85, 86, 89, 91, 94, 97 and 98.

PART 1 – ANNUAL BUDGET

1.1 EXECUTIVE SUMMARY

The final budget is tabled for approval following one of the greatest pandemic of human survival, the COVID-19 that has not only destabilized the economic path of many nations, but also forced a restart of the modern economies, re-orientation of the public spending programmes and subjected countries to costly forms of mobilization of resources. The consequences have been dire for households and businesses and are to still remain with us for the foreseeable future. Following the consideration of public comments received, there has been a review and moderation of assumptions to respond to this urgent reality, the pacing of our spending plans and re-orientation of spending to the most urgent needs identified. At this stage, the priority is to support the health system, promote excellent hygienic standards and cushion vulnerable areas of society. On 17 June 2020, the Council approved the COVID-19 special adjustment as a base for the next MTEF planning, and this therefore becomes the base on which the normalization of the budget estimates previously made public through the tabled budget can be made. A review of business plans and IDP priorities has also been undertaken to align with the latest developments.

The COVID-19 pandemic comes as the City has just established the Government of Local Unity through multi-party arrangements in 2019/20 Financial Year reviving the implementation of the Gauteng Development Strategy 2040 (GDS 2040) as the City's strategic guide in responding to the needs of its residences. Key to this process is the revival of outcome based planning approach, area based capital implementation through corridors and emphasis on marginalized areas and the revival of clusters as central pillar in the governance of the City. All programs are still expected to respond to the 13 priority programs as per the mandate of the GLU, and organizational reporting should be managed through clusters. Among spending priorities are the revival of the City's annual capital budget spending of R10 billion annually and the intelligence that informs the City's financial development plan is revived. Reviving elements of area based development programmes, ramping service delivery levels, increasing the capacity of the existing infrastructure network, and dealing with elements of informality are still retained as central pillars of lifting Johannesburg. The City's 'world class vision', and the enhancement of the City's operating model had been re-instated as central pillars guiding 'Joburg' in the South African local government space. In achieving this, the GDS outcomes were defined to the most elementary level- the input and activities required to walk the path defined. The two strategic Makgotlas held with the City's executive management Team on 13-15 December 2019, and 18-19 February 2020, respectively refreshed memories on the contents of the GDS 2040, and unpack the mandate of the GLU and its programs. These sessions further complemented in-year technical streams of work developed and managed by the administration. The Budget Steering Committee was held in January 2020 and formalized budget proposals in line with the resources at the disposal of the organization. The budget allocations and programs are the output to that process, and the pledge the City provides to the residence of Johannesburg.

Following the COVID-19 pandemic a review of the financial development plan and its assumptions was further undertaken recognizing the constraints imposed by the environment. Pronounced labour cost reductions are expected, including consideration of business forms that contain the costs. Other sectors of the economy such

as the informal sector, tourism, hospitality, aviation and retails may take longer to recover or not come back at all. The impact is expected also to affect the property sector, while industries may relook their production capacity in an environment where the demand of their good may be low. It is the City's considered view that operational spending should be contained to release resources for the development of service delivery and economic development infrastructure. This means managing the consequences of decisions previously made and re-orientating programs towards the GDS 2040.

The City remains committed to aggressive service delivery, enhancing and reviving economic nodes and precincts, aiming at improving its service standard levels, responsive to the challenges facing youth, gender, and economic development, de-risking the unemployed and creating opportunities, and improving the stature of the organization locally and internationally. A new wave of gender based violence propagated by immediate family members has emerged, and the response requires an immediate change towards the foundations of modern society based on principles of equality. The 'new normal' also mean new ways of doing things with emphasis of alternative work platform, and protecting the vulnerable members. The budget proposals remain responsive to all dimensions. Through the above mentioned processes, the political and administrative sections of leadership have defined the envisaged destination. The programs proposed seek to improve the lived experience of Johannesburg residences, put relevance of the digital and information age to residents, responds to the neglected areas of the society, and develop the necessary organizational capability.

Any developing nation, cannot ignore the concept of 'smart cities', orientation, the relevance of the fourth industrial revolution, vulnerability to the effects of climate change, and the continued resurgence of social ill such as substance and drug abuse, migration and informality, and destitute. Within resources at the disposal of the City, the proposed budget allocation re-emphasize accelerated service delivery, strengthening law enforcement, reducing illegality, financial sustainability, human settlements, decent jobs and opportunities, and respond to fighting corruption, gender based violence, youth empowerment and land invasion. In allocating capital spending, the city is guided by its spatial planning that recognize the weaknesses of the current arrangement and define the envisaged future City. Every project for which an allocation is made should find relevance in the city's spatial plan. There is a desire to improve the marginalized areas and enhance economic activity. The inner City node is revived albeit through an expanded definition, attempts are made to contribute to the new City, Lansiera, announced in the President State of Nation Address of 2020. In the same vein, there are areas identified as requiring immediate attention: re-enforcement of the organizational information technological capacity, delivery of housing units, biasness towards certain category or ratepayers, structuring service delivery models to community empowerment, intergovernmental coordination and responding to economic and social challenges. Details of such programs are contained in the IDP chapters.

Not much has changed in the environment the City is operating, characterized by low economic growth, high levels of unemployment in particular youth), constrained public finances, rising household and public debt levels, energy challenges, and skills mismatch. The upsurge of volatile climate, the increase of diseases, poverty, lawlessness, and poor infrastructure levels decrease the City's response to the kind of development desired. In spite of this, programs had been put in place to strengthen the city's fiscal capacity, re-orientate the neighboring economy, and respond decisively on dilapidated infrastructure and service delivery issues. There has been a reprioritization process to elevate financial sustainability as one of the drivers of the City's success,

and the City's financial teams remain focused in resource mobilization, the development of the necessary organizational capability to execute its programmes and managing stakeholder expectations in a functional municipality. Measures will be introduced to contain costs and edge the organization towards more cost efficiency measures.

Electricity and energy challenges remains a major risk to the economy and municipal finances in general that need to be singled out as there are general secondary effects such as reduced output, employment and economic activity. This arrives at the time where City Power is grappling with non-technical losses and therefore magnifies the impact on the cross-subsidization model. Mobility around the City and SMME's are identified as key kind of activities impacted that will continue to be impacted the most. The City is exploring options to mitigate this risk including exploring the measure proposed by the national government. It is hoped with the planned infrastructure investment, stability in supply to the residents will be improved, while gauging the optimal solution in the long run.

The City remains an economic hub and houses head quarter offices of well established companies. It is critical that it should participate in the global information technological age, and empower its citizen accordingly. Internally, there will be an enhanced emphasis on improved business process with the SAP S4Hana implementation, improved availability of management information, progressive and biased Wi-Fi rollout and revival of economic development along and economic nodes. Programmes have been expanded to maximize Rand-value impact, improve livelihood citywide and increase the visibility of the services citywide. Improving the customer experience, remedying process failures such as billing queries, improved data management, reducing the backlog, reducing especially the high estimations on electricity and water meters; and improving the coverage of physical meter reading remain relevant in the current setting.

In conclusion, the City leadership understands the road ahead and is committed to enhancing the improvement of its business processes, improvement of its service standard implementation, alignments within the intergovernmental system, and re-orientation of the economy to job supporting initiatives. The reputation and indictment of local government can only improve if its employee excel in what they are doing. There is a move to improve the current business processes, and improved the lived experience of the residents of City of Johannesburg. There will be sessions with various stakeholders, including communities to empower each other and create a shared vision. It is in that context that a renewed commitment from the current labour force and its structures guided by professional conduct among all employees is required for the achievement of such goals. Details of programs and allocated expenditure follows.

1.2 OPERATING BUDGET FRAMEWORK

The proposed operating revenue budget is approximately R60.7 billion and the operating expenditure budget is totalling R60.6 billion for the 2020/21 financial year. Revenue is increasing by 7.3% and expenditure by 7.2% over the 2019/20 financial year. The table below sets out the Medium-Term Revenue and Expenditure Budget for the 2020/21 - 2022/23 financial years.

	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	%	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Revenue	56 634 192	60 750 551	7.3%	64 028 952	67 757 684
Internal revenue	8 158 302	8 300 011	1.7%	8 788 506	9 324 224
Expenditure	64 792 494	69 050 562	6.6%	72 817 459	77 081 909
Internal expenditure	56 563 146	60 626 223	7.2%	63 018 114	66 243 076
	8 158 302	8 300 011	1.7%	8 788 506	9 324 224
	64 721 448	68 926 233	6.5%	71 806 621	75 567 300
Surplus (Deficit)	71 046	124 328		1 010 838	1 514 609
Taxation	47 521	63 409	33.4%	67 195	69 454
Surplus (Deficit) for the year	23 525	60 919		943 643	1 445 155
Capital grants and contributions	3 550 998	2 613 926		2 637 848	3 137 882
Surplus (Deficit) for the year including capital grants and contributions	3 574 523	2 674 845		3 581 491	4 583 037

The City is budgeting for a surplus (before taxation and capital grants) of R124.3 billion for 2020/21. The surplus will be applied towards the City’s working capital and funding of capital investment.

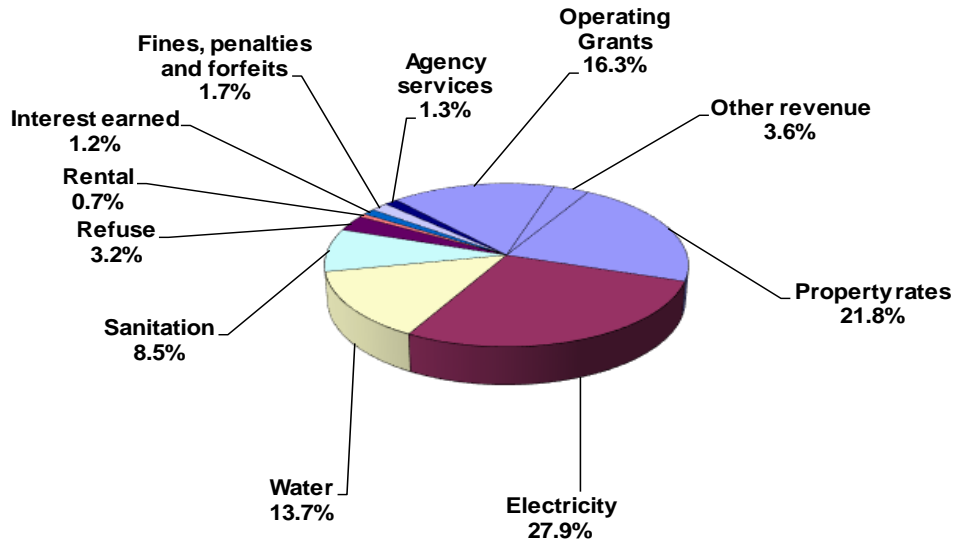
Revenue Analysis

In 2019/20, the direct revenues were budgeted at R56.6 billion with revenue estimated to be R60.6 billion in 2020/21.

Revenue	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	%	Estimate 2021/22 R million	Estimate 2022/23 R million
Property rates	12 293	13 215	7.5%	13 796	14 417
Electricity	16 172	16 971	4.9%	16 751	17 719
Water	7 889	8 342	5.8%	9 088	9 893
Sanitation	4 692	5 192	10.6%	5 624	6 093
Refuse	1 830	1 919	4.8%	2 009	2 109
Rental	362	418	15.5%	450	473
Interest earned	690	729	5.7%	765	806
Fines, penalties and forfeits	1 005	1 059	5.4%	1 114	1 164
Agency services	730	808	10.6%	838	872
Operating Grants	9 042	9 924	9.8%	10 921	11 410
Other revenue	1 929	2 174	12.7%	2 674	2 801
Total revenue	56 634	60 751	7.3%	64 029	67 758

The increase of 7.3% in total revenue is made up of the 7.5% increase in property rates, 4.9% in electricity revenue, 5.8% increase in water revenue, 10.6% increase in sanitation revenue, 4.8% increase in refuse, 15.5% increase in rental of facilities, 5.7% increase in interest earned, 5.4% increase in fines, 10.6% increase agency services, 19.8% increase in operating grants and 12.7% increase in other revenue.

The graph below reflects the percentages per revenue category of the total revenue of the City.



The 2020/21 revenue budget for property rates, electricity, water, sewerage and refuse amounts to R45.6 billion and it represents approximately 75.1% of the total revenue budget of R60.7 billion.

The table below sets out the average tariff increases for 2020/21 - 2022/23 financial years.

Service	Base Year 2019/20	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Property rates	5.50%	4.00%	4.40%	4.50%
Electricity	13.07%	6.23%	5.22%	10.00%
Water	9.90%	6.60%	8.60%	8.60%
Sanitation	9.90%	6.60%	8.60%	8.60%
Refuse	7.00%	5.20%	4.70%	5.00%

The proposed tariff increases in the table above are averages, i.e. some customers may pay more and others less than the average.

Property rates: Projected property rates revenue is estimated at R13.2 billion, approximately 7.5% increase from the 2019/20 financial year. The increase is based on an average property rates tariff increase of 4%. The increase includes improvements made to properties, subdivisions, consolidations and new properties.

Service charges - electricity: The projected electricity revenue of R16.9 billion is a 4.9% increase from the 2019/20 financial year. The increase is based on a proposed average tariff increase for electricity of 6.23%, the strategic drive to reduce total electricity losses to a level of 25.5% in the 2020/21 financial year. The average bulk purchase price increase from City Power's main suppliers (Eskom, Kelvin and Ekurhuleni municipality) is assumed at 6.85%.

Service charges - water and sewerage: The projected water and sewerage revenue is estimated at R13.5 billion, approximately 7.6% increase from the 2019/20 financial year. The increase is based on an average tariff increase of 6.6%, based on a proposed Rand Water tariff increase of 6.6% and an estimated population growth increase of 1%. The City is also reintroducing the first 6kl water free to all customers as from 1 July 2020.

Service charges - refuse: The projected refuse revenue of R1.9 billion is a 4.8% increase from the 2019/20 financial year, the increase is based on a proposed average tariff increase of 5.2% and a proposed stepped tariff to ensure affordability for lower priced properties.

Rental of facilities are increasing by approximately 15.5% and is mainly due to the increase in rental housing units and the increase in revenues on commercial and social leases.

Interest earned increased by R39.1 million in line with payment and liquidity levels of the City.

Income from fines, penalties and forfeits increased with an amount of R54.2 million or 5.7% from the 2019/20 financial year. The increase is mainly due to fine income resulting from Road Traffic Offences (AARTO) infringement notices.

Operating grants are increasing by R882 million or 10.6% from the 2019/20 financial year. The increase mainly relates to increased allocations for the Equitable Share R493 million, Fuel Levy R410 million, Public Transport Network (PTNG) grant funding R375 million. The ambulance subsidy has reduced by R124.1 million to zero and the housing top-structure allocation was not reflected in the latest Provincial Gazette and is therefore not included in the budget (R286.8 million).

Other revenue reflects an increase of R244.8 million or 12.7% and it mainly relates to –

- Transportation (R64.3 million) mainly due to the Public Transport Network Operating Grant (PTNOG) allocation from the National Treasury, the revenue from the Johannesburg International Transport Interchange (JITI) and the Rea Vaya Phase 1C operationalization;
- Public Safety (R58.9 million) mainly due to projected revenues for the new vehicle pound in Midrand; and
- City Power (R57 million) due to an increase in new connections.

The tariffs for minor services will mainly increase in line with estimated inflation of 4.2%.

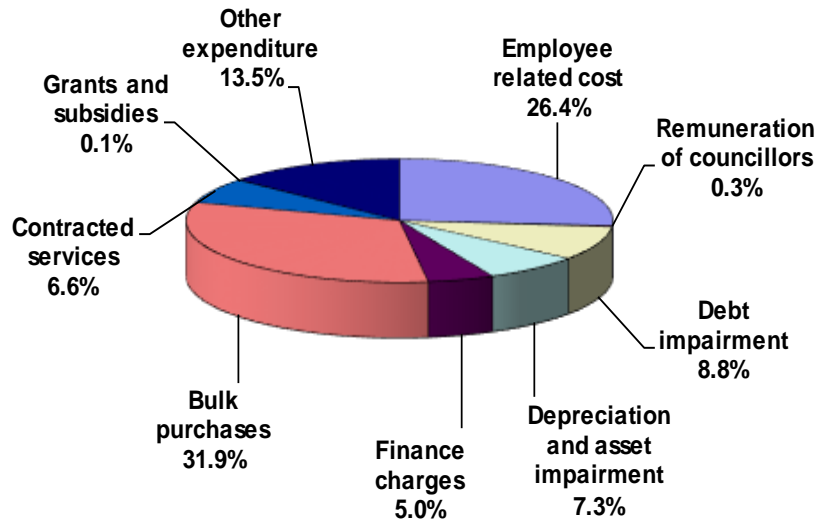
Expenditure Analysis

The City adopted the 2019/20 Adjusted Operating Budget of R56.6 billion. 2020/21 presents a budget of R60.6 billion, an increase of 7.1% from the 2019/20 adjusted budget.

Expenditure	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	%	Estimate 2021/22 R million	Estimate 2022/23 R million
Employee related cost	14 962	15 982	6.8%	16 989	18 092
Remuneration of councillors	181	177	-2.6%	198	210
Debt impairment	5 006	5 359	7.1%	5 633	5 981
Depreciation and asset impairment	4 251	4 450	4.7%	4 686	5 025
Finance charges	2 808	3 035	8.1%	3 218	3 530
Bulk purchases	17 490	19 334	10.5%	19 222	20 080
Contracted services	3 848	4 019	4.5%	4 241	3 945
Grants and subsidies	342	57	-83.4%	66	133
Other expenditure	7 675	8 214	7.0%	8 764	9 247
Total expenditure	56 563	60 626	7.2%	63 018	66 243

The increase of 7.2% in expenditure is a result of the increase in employee related cost 6.8%, remuneration of councillors -2.6% (as a result of a proposed 4% increase which is offset by a correction of the overstatement of the previous year’s budgeted amount), debt impairment 7.1% (impact of Covid-19 induced economic downturn on collection levels), depreciation 4.7%, finance charges 8.1%, bulk purchases 10.5% (Eskom/Kelvin Power Station and Rand Water), contracted services 4.5%, grants and subsidies paid -83.4% (the housing top-structure allocation was not reflected in the latest Provincial Gazette and is therefore not included in the budget) and other expenditure 7%.

The graph below reflects the percentages per expenditure category of the total expenditure of the City.



Repairs and Maintenance

The City is placing a greater emphasis on preserving and maintaining its current infrastructure. Repairs and maintenance as a percentage of PPE has grown from 4.7% in 2016/17 to 5.6% in 2020/21. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. The following table is a consolidation of all the expenditures associated with repairs and maintenance:

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Repairs and maintenance expenditure by Asset Class</u>								
Roads Infrastructure	693 213	641 165	775 938	910 715	908 039	860 350	901 524	1 088 754
Storm water Infrastructure				251 200	251 200	256 700	275 674	294 703
Electrical Infrastructure	708 391	655 204	792 928	643 101	465 730	595 375	562 342	492 513
Water Supply Infrastructure	446 070	412 578	499 302	702 338	683 467	740 284	865 783	819 827
Sanitation Infrastructure	395 974	366 243	443 228	806 629	794 048	811 655	778 440	818 284
Solid Waste Infrastructure				9 128	1 819	8 136	7 874	3 182
Information and Communication Infrastructure	68 324	63 194	76 477	16 086	16 086	15 171	15 725	16 583
Community Facilities	13 890	12 847	15 548	328 761	319 634	327 778	299 911	315 453
Heritage Assets						2 158		
Other Assets	728 566	673 864	815 511	946 418	814 281	882 833	1 064 159	1 202 890
Total	3 054 428	2 825 096	3 418 932	4 614 376	4 254 304	4 500 440	4 771 433	5 052 189

Financial Position

The table below reflects the summary of the proposed financial position.

Financial position	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	Estimate 2021/22 R million	Estimate 2022/23 R million
Total current assets	17 521	17 158	20 988	22 441
Total non current assets	83 638	87 715	89 592	92 280
Total current liabilities	15 653	14 659	16 929	15 854
Total non current liabilities	29 031	31 064	30 921	31 552
Community wealth/equity	56 475	59 149	62 731	67 314

The projected current ratio over the medium term is projected to be above 1:2. Cash reserves are used to fund capital investment, hence no material improvement in the current ratio.

Cash Flow

The table below reflects the summary of the proposed cash flow.

Cash flow	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	Estimate 2021/22 R million	Estimate 2022/23 R million
Net cash from (used) operating	7 821	6 749	8 261	9 306
Net cash from (used) investing	(9 110)	(7 643)	(8 797)	(6 867)
Net cash from (used) financing	2 040	1 162	1 966	(412)
Cash/cash equivalents at the year begin:	5 339	6 091	6 358	7 788
Cash/cash equivalents at the year end	6 091	6 358	7 788	9 815

The cash of the City is projected to be approximately R6.4 billion at the end of the 2020/21 financial year. It will be approximately R9.8 billion in the outer year. Cash reserves are applied towards capital infrastructure spending.

To achieve financial stabilisation and long-term sustainability the City has a set of parameters within which financial planning should be aligned. These key financial indicators are included in the table below.

Key Financial Indicators						
Ratios	Actual 2018/19	Adjusted Budget 2019/20	Bench-marks	Budget 2020/21	Estimate 2021/22	Estimate 2022/23
Current ratio	1.1:1	1.1:1	1.5 - 2:1	1.2:1	1.2:1	1.4:1
Solvency ratio	2.2:1	2.3:1	Above 2:1	2.3:1	2.3:1	2.4:1
Debt to Revenue ratio	42%	43%	Below 45%	42%	43%	40%
Remuneration as % of Total Operating Expenditure ratio	26.5%	26.8%	25% - 40%	26.6%	27.2%	27.6%
Repairs and Maintenance as a % of PPE ratio	4.7%	5.5%	8%	5.6%	5.7%	5.9%
Capital cost (interest and redemption) as a % of total operating expenditure	10%	7%	6% - 8%	8%	7%	10%
Net Operating Surplus Margin	7%	0%	Above 0%	0%	1%	2%
Cash / Cost coverage (days)	47.8	38.8	30 - 90 days	37.7	46.8	58.9

1.3 CAPITAL EXPENDITURE

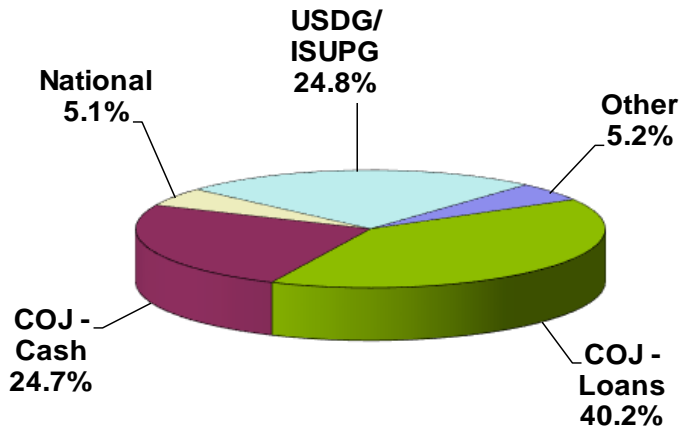
The level of capital expenditure and borrowing are based on the principles of affordability, prudential indicators and sustainability (debt to revenue ratio, current ratio, operating surplus and the impact or return of the capital investment on the operating account).

The table below reflects the medium term capital budget over the next three years.

Funding source	Adj Bud 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Loan funding	2 988 369	3 000 000	3 000 000	2 799 900
CRR and surplus cash	1 708 093	1 844 634	1 870 002	1 718 054
Grants and contributions	3 550 998	2 613 926	2 637 848	3 137 882
Total	8 247 460	7 458 560	7 507 850	7 655 836

The capital budget of the City projects a spending plan of approximately R22.6 billion over the next three-year period. The capital budget for the 2020/21 financial year amounts to approximately R7.5 billion. Approximately R4.8 billion of the capital budget will be funded by the City and R2.6 billion from grants and public contributions.

Funding Sources for 2020/21



- R3 billion of capital will be funded from loans.
- R1.8 billion of capital will be funded through cash surpluses.
- R381.3 million will be funded from grants received from National (PTIS - R244.2 million, NDPG - R62.4 million and Integrated City Development Grant - R74.8 million).
- R1.9 billion will be funded through the Urban Settlement Development Grant (USDG).
- R384.3 million will be funded from other sources (public and bulk service contributions).

ANNUAL BUDGET TABLES

The following pages present the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality’s 2020/21 budget and the MTB.

Table A1: Consolidated Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands								
Financial Performance								
Property rates	7 912 381	9 110 560	12 372 032	12 292 550	12 292 550	13 215 032	13 796 493	14 417 336
Service charges	24 197 278	24 291 988	26 886 904	31 199 712	30 583 451	32 423 578	33 471 631	35 814 026
Investment revenue	395 088	467 375	636 839	305 700	316 420	327 554	342 597	359 340
Transfers recognised - operational	6 835 831	7 369 073	8 062 085	9 037 510	9 041 639	9 923 671	10 920 712	11 409 997
Other own revenue	3 214 940	3 408 298	4 311 327	4 649 945	4 400 132	4 860 716	5 497 520	5 756 986
Total Revenue (excluding capital transfers and contributions)	42 555 518	44 647 295	52 269 188	57 485 417	56 634 192	60 750 551	64 028 952	67 757 684
Employee costs	10 255 081	10 684 522	12 667 744	15 085 407	14 962 432	15 982 485	16 989 327	18 091 672
Remuneration of councillors	139 593	156 206	162 088	181 408	181 408	176 716	198 268	210 019
Depreciation & asset impairment	2 998 824	3 132 794	3 258 999	4 289 935	4 251 044	4 449 628	4 686 356	5 025 383
Finance charges	2 421 815	2 525 423	2 434 266	2 807 395	2 807 622	3 034 846	3 218 422	3 529 653
Materials and bulk purchases	16 878 457	16 723 782	17 978 344	20 637 949	19 408 739	21 404 070	21 448 722	22 433 434
Transfers and grants	500 747	289 336	180 269	447 548	342 129	56 852	65 710	132 707
Other expenditure	11 143 765	11 287 819	11 756 201	13 290 036	14 609 772	15 521 625	16 411 310	16 820 208
Total Expenditure	44 338 282	44 799 883	48 437 911	56 739 678	56 563 146	60 626 223	63 018 114	66 243 076
Surplus/(Deficit)	-1 782 765	-152 588	3 831 277	745 739	71 046	124 328	1 010 838	1 514 609
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 628 843	2 413 210	2 681 480	2 745 480	3 108 510	2 229 600	2 195 395	2 705 514
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)	417 174	421 792	359 720	442 488	442 488	384 326	442 453	432 368
Surplus/(Deficit) for the year	1 263 251	2 682 415	6 872 477	3 933 707	3 622 044	2 738 254	3 648 686	4 652 491
Capital expenditure & funds sources								
Capital expenditure	7 672 032	6 557 211	7 651 094	7 754 430	8 247 460	7 458 560	7 507 850	7 655 836
Transfers recognised - capital	3 046 016	2 834 298	3 163 488	2 745 480	3 108 510	2 613 926	2 637 848	3 137 882
Borrowing	2 005 437	2 661 109	2 476 463	2 988 369	2 988 369	3 000 000	3 000 000	2 799 900
Internally generated funds	2 620 579	1 061 804	2 011 142	2 020 581	2 150 581	1 844 634	1 870 002	1 718 054
Total sources of capital funds	7 672 032	6 557 211	7 651 094	7 754 430	8 247 460	7 458 560	7 507 850	7 655 836
Financial position								
Total current assets	12 040 767	11 213 300	15 800 410	16 489 454	17 520 565	17 158 109	20 988 477	22 440 675
Total non current assets	70 286 591	75 515 861	79 629 654	82 234 156	83 638 261	87 714 952	89 592 445	92 280 164
Total current liabilities	17 230 871	14 705 862	14 716 964	16 118 368	15 653 221	14 659 110	16 928 962	15 854 427
Total non current liabilities	23 334 228	25 996 729	27 812 973	29 868 326	29 030 956	31 064 455	30 920 974	31 552 388
Community wealth/Equity	41 762 259	46 026 570	52 900 127	52 736 916	56 474 650	59 149 495	62 730 986	67 314 023
Cash flows								
Net cash from (used) operating	3 574 880	4 894 706	8 626 126	7 806 300	7 820 746	6 364 485	7 818 823	8 873 285
Net cash from (used) investing	-6 682 869	-5 392 992	-7 529 517	-8 354 228	-9 109 651	-7 258 993	-8 354 680	-6 434 455
Net cash from (used) financing	1 834 134	-357 764	2 002 745	2 180 913	2 040 500	1 161 687	1 965 851	-411 906
Cash/cash equivalents at the year end	3 095 910	2 239 860	5 339 214	5 924 346	6 090 808	6 357 986	7 787 980	9 814 903
Cash backing/surplus reconciliation								
Cash and investments available	5 364 812	4 292 657	6 723 986	8 725 307	7 369 248	8 579 498	8 946 933	10 899 068
Application of cash and investments	8 819 869	8 176 150	6 142 935	8 328 137	5 465 750	6 278 736	5 172 667	4 801 338
Balance - surplus (shortfall)	-3 455 057	-3 883 493	581 051	397 171	1 903 498	2 300 762	3 774 267	6 097 730
Asset management								
Asset register summary (WDV)	67 207 844	72 051 459	76 563 474	78 230 483	80 119 673	83 134 538	85 961 596	88 597 236
Depreciation	2 998 824	3 132 794	3 186 446	4 289 935	4 251 044	4 449 628	4 686 356	5 025 383
Renewal and Upgrading of Existing Assets	3 509 780	2 974 741	3 454 393	3 840 257	3 915 257	3 826 080	3 647 412	3 540 189
Repairs and Maintenance	3 054 428	2 825 096	3 418 932	4 614 376	4 254 304	4 500 440	4 771 433	5 052 189

Explanatory notes to table A1: Budget Summary

1. Table A1 is a budget summary and provides an overview of the City's budget that includes all major financial components (i.e. operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. Financial management reforms emphasise 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 is positive over the medium term;
 - b. The capital budget is approximately R7.5 billion in 2020/21 and R7.7 billion in 2022/23;
 - c. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget;
 - d. Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years; and
 - e. The cash of the City is projected to be approximately R6.4 billion at the end of the 2020/21 financial year. It will be approximately R9.8 billion in the outer year.
3. The City's cash backing / surplus reconciliation over the medium-term budget shows a positive outcome, which is an indication that the City will be able to afford its commitments over the next three years.

Table A2: Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

Functional Classification Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional								
Governance and administration	15 100 197	17 395 680	21 542 636	21 472 430	21 257 571	23 369 046	25 013 442	26 613 268
Executive and council	5 323	29 278	1 216	158	2 073	166	174	183
Finance and administration	15 094 873	17 366 401	21 541 420	21 472 272	21 255 498	23 368 880	25 013 268	26 613 085
Community and public safety	2 494 785	2 344 105	2 918 858	3 340 500	3 735 990	3 116 429	3 314 721	3 363 402
Community and social services	135 137	108 615	97 751	140 048	114 591	105 788	110 423	116 320
Sport and recreation	108 857	98 074	66 955	97 905	89 605	85 290	103 380	107 727
Public safety	647 151	649 187	1 066 420	1 458 841	1 527 787	1 531 375	1 605 034	1 677 262
Housing	1 425 515	1 294 825	1 500 823	1 450 926	1 805 225	1 185 213	1 278 020	1 267 020
Health	178 125	193 404	186 908	192 780	198 782	208 763	217 864	195 073
Economic and environmental services	2 128 594	2 148 467	2 393 503	3 104 329	2 890 083	2 964 098	3 259 673	3 395 974
Planning and development	703 889	855 535	747 054	872 369	848 301	876 937	896 994	923 195
Road transport	1 337 481	1 217 765	1 572 026	2 156 610	1 955 332	2 000 661	2 273 699	2 382 799
Environmental protection	87 224	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Trading services	25 877 958	25 594 046	28 455 391	32 756 125	32 301 546	33 914 903	35 078 964	37 522 922
Energy sources	15 952 029	14 023 416	14 802 885	17 766 658	17 008 670	17 703 102	17 772 170	18 653 596
Water management	5 080 763	5 983 336	7 070 835	7 836 035	7 953 453	8 445 470	9 042 233	9 912 660
Waste water management	3 387 175	3 988 891	4 713 890	5 224 023	5 302 302	5 630 314	6 028 156	6 608 440
Waste management	1 457 990	1 598 402	1 867 782	1 929 409	2 037 120	2 136 018	2 236 405	2 348 227
Other								
Total Revenue - Functional	45 601 534	47 482 298	55 310 388	60 673 385	60 185 190	63 364 477	66 666 800	70 895 566
Expenditure - Functional								
Governance and administration	7 913 750	9 370 327	8 920 099	9 902 023	9 797 136	11 036 434	11 616 583	12 347 901
Executive and council	1 304 085	1 443 081	1 400 876	1 832 000	1 688 712	2 016 409	2 124 218	2 238 649
Finance and administration	6 609 665	7 927 246	7 519 223	7 963 590	8 011 179	8 917 526	9 384 233	9 994 937
Community and public safety	7 632 259	6 917 754	8 357 348	10 949 801	11 229 110	11 619 100	12 272 450	12 955 196
Community and social services	1 476 813	1 220 322	1 313 515	1 724 856	1 885 082	1 983 293	2 075 603	2 185 969
Sport and recreation	842 754	772 509	966 809	1 071 716	1 157 605	1 219 272	1 284 939	1 353 268
Public safety	3 190 542	2 741 363	3 960 383	5 553 612	5 501 435	5 815 666	6 171 169	6 528 663
Housing	1 299 590	1 273 104	1 094 086	1 467 293	1 540 916	1 387 922	1 454 461	1 523 058
Health	822 560	910 457	1 022 555	1 132 324	1 144 072	1 212 947	1 286 278	1 364 238
Economic and environmental services	3 929 023	3 877 831	4 310 762	5 882 215	5 737 770	6 054 507	6 655 749	6 823 789
Planning and development	980 585	938 875	1 125 271	1 441 253	1 412 019	1 509 119	1 742 947	1 915 041
Road transport	2 791 638	2 810 219	3 035 346	4 278 901	4 187 567	4 401 507	4 762 466	4 741 726
Environmental protection	156 799	128 738	150 145	162 061	138 184	143 881	150 336	167 022
Trading services	24 753 702	24 701 932	26 839 502	30 041 370	29 846 651	31 979 590	32 540 527	34 185 644
Energy sources	14 881 035	13 724 134	14 548 009	16 843 664	15 683 765	16 951 932	16 563 104	17 184 682
Water management	4 834 764	5 342 687	5 997 791	6 512 891	6 901 690	7 317 522	7 796 742	8 313 741
Waste water management	3 223 176	3 561 792	3 998 527	4 341 927	4 601 127	4 878 348	5 197 828	5 542 494
Waste management	1 814 727	2 073 319	2 295 176	2 342 888	2 660 069	2 831 788	2 982 853	3 144 727
Other								
Total Expenditure - Functional	44 228 734	44 867 845	48 427 712	56 775 409	56 610 667	60 689 632	63 085 309	66 312 530
Surplus/(Deficit) for the year	1 372 800	2 614 453	6 882 676	3 897 976	3 574 523	2 674 845	3 581 491	4 583 037

Explanatory notes to 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 standard classification divides the municipal services into 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 "whole of government" report.
2. The total revenue on this table includes capital transfers and expenditure includes taxation.

The table below reflects the surplus/(deficit) of trading services accounts.

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Electricity								
Revenue (incl. capital grants)	15 377	14 717	15 214	17 767	17 009	17 703	17 772	18 654
Expenditure	14 989	14 396	14 827	16 844	15 684	16 952	16 563	17 185
Surplus/(Deficit) for the year	388	321	387	923	1 325	751	1 209	1 469
% Surplus/(Deficit)	2.5%	2.2%	2.5%	5.2%	7.8%	4.2%	6.8%	7.9%
Water and Wastewater Management								
Revenue (incl. capital grants)	9 134	10 740	12 360	13 060	13 256	14 076	15 070	16 521
Expenditure	8 343	8 869	10 121	10 855	11 503	12 196	12 995	13 856
Surplus/(Deficit) for the year	791	1 871	2 240	2 205	1 753	1 880	2 076	2 665
% Surplus/(Deficit)	8.7%	17.4%	18.1%	16.9%	13.2%	13.4%	13.8%	16.1%
Waste management								
Revenue (incl. capital grants)	1 522	1 702	1 934	1 929	2 037	2 136	2 236	2 348
Expenditure	1 930	2 071	2 314	2 343	2 660	2 831	2 983	3 144
Surplus/(Deficit) for the year	-408	-370	-380	-413	-623	-695	-746	-796
% Surplus/(Deficit)	-26.8%	-21.7%	-19.6%	-21.4%	-30.6%	-32.6%	-33.4%	-33.9%

1. The electricity trading surplus is R751 million, R1.2 billion and R1.5 billion over the medium.
2. The surplus on the water and wastewater management account are increasing over the medium term translating into a surplus of R1.9 billion, R2.1 billion and R2.7 billion for each of the respective financial years.
3. The deficit on waste management are relatively stable over the medium term from R695 million in 2020/21 to R796 million in 2022/23. The deficit of waste management is cross-subsidised by the property rates account.
4. The surpluses on the trading accounts are utilised as an internal funding source for the capital investment (asset renewal, refurbishment and the development of new asset infrastructure).

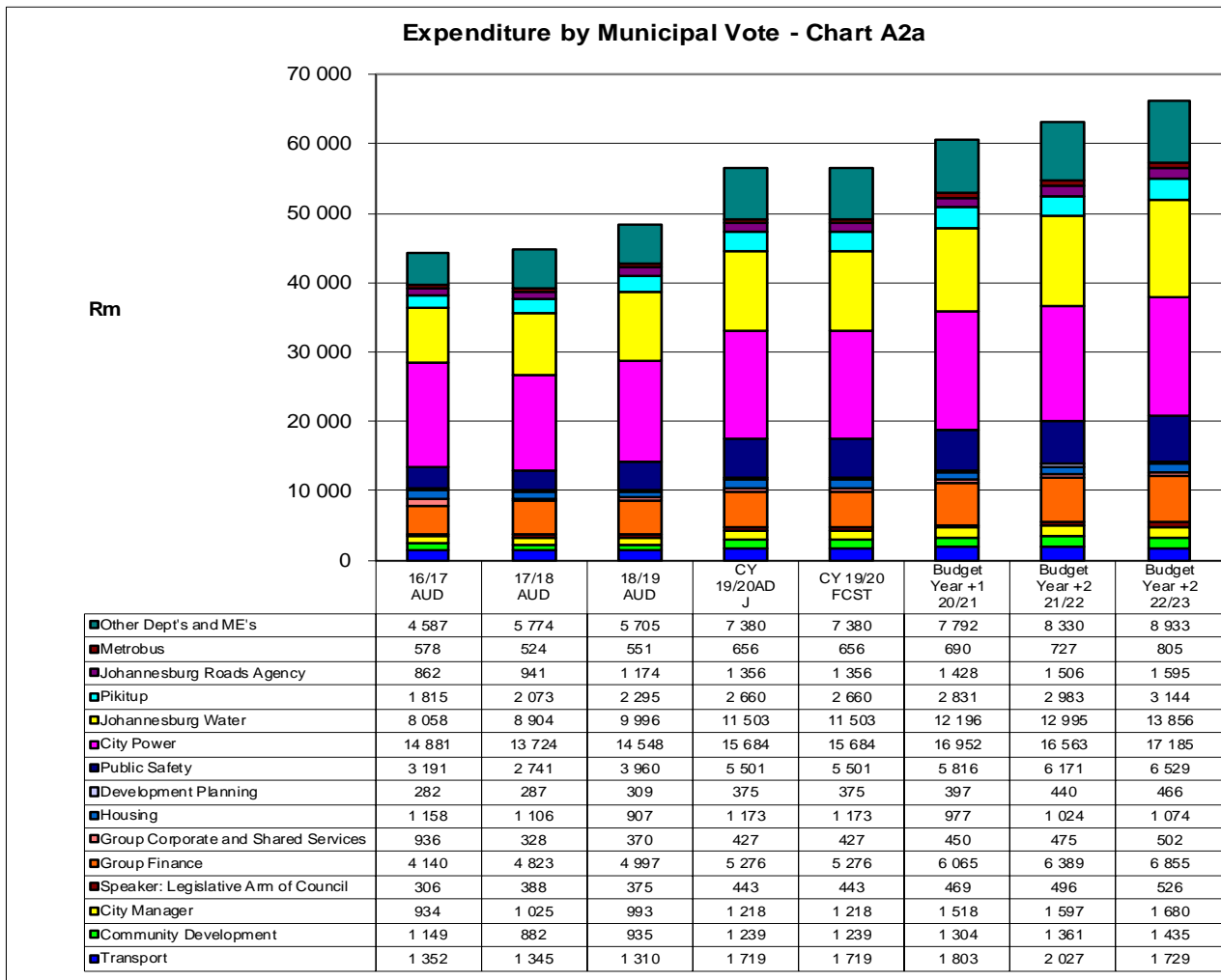
5. Table A3: Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Revenue by Vote								
Vote 1 - Economic Development	149	1 492	1 722	23 955	23 955	19 819	-	-
Vote 2 - Environment, Infrastructure and Services	87 224	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Vote 3 - Transport	1 145 862	955 787	1 191 406	1 394 278	1 196 473	1 243 524	1 577 779	1 647 006
Vote 4 - Community Development	78 709	37 250	40 697	53 719	51 719	55 717	58 152	60 734
Vote 5 - Health	178 125	193 404	186 908	192 780	198 782	208 763	217 864	195 073
Vote 6 - Social Development	3 257	11 135	1 911	655	689	689	719	751
Vote 7 - Group Forensic Investigation Services	-	-	-	-	-	-	-	-
Vote 8 - Office of the Ombudsman	-	-	-	-	-	-	-	-
Vote 9 - City Manager	5 268	29 241	1 182	158	2 073	166	174	183
Vote 10 - Speaker: Legislative Arm of Council	55	38	34	-	-	-	-	-
Vote 11 - Group Information and Communication Techn	-	-	-	-	-	-	-	-
Vote 12 - Group Finance	14 383 482	16 677 597	20 824 787	21 098 271	21 098 271	22 968 065	24 550 316	26 129 644
Vote 13 - Group Corporate and Shared Services	25 841	15 590	19 467	7 200	6 200	13 000	13 764	14 040
Vote 14 - Housing	1 307 756	1 176 073	1 356 962	1 275 310	1 648 298	998 749	1 081 963	1 062 228
Vote 15 - Development Planning	178 746	177 922	209 597	228 855	221 374	214 442	223 100	221 048
Vote 16 - Public Safety	647 151	649 187	1 066 420	1 458 841	1 527 787	1 531 375	1 605 034	1 677 262
Vote 17 - Municipal Entities Accounts	657 891	661 751	675 380	776 761	632 558	766 343	742 066	783 709
Vote 18 - City Power	15 952 029	14 023 416	14 802 885	17 766 658	17 008 670	17 703 102	17 772 170	18 653 596
Vote 19 - Johannesburg Water	8 467 938	9 972 227	11 784 725	13 060 058	13 255 756	14 075 784	15 070 389	16 521 099
Vote 20 - Pikitup	1 457 990	1 598 402	1 867 782	1 929 409	2 037 120	2 136 018	2 236 405	2 348 227
Vote 21 - Johannesburg Roads Agency	84 847	152 129	245 708	189 610	221 686	230 997	241 160	252 013
Vote 22 - Metrobus	106 772	109 849	134 912	129 733	94 184	98 140	102 458	107 069
Vote 23 - Johannesburg City Parks and Zoo	108 857	98 074	66 955	67 905	59 605	50 590	74 380	77 727
Vote 24 - Johannesburg Development Agency	70 611	70 278	61 087	75 594	47 692	80 353	84 333	91 055
Vote 25 - Johannesburg Property Company	27 660	11 462	21 785	83 029	11 458	84 172	88 424	92 403
Vote 26 - Metropolitan Trading Company	73 586	191 562	32 176	49 615	49 615	51 699	53 974	56 403
Vote 27 - Joburg Market	380 797	414 282	442 472	474 350	485 665	510 624	535 587	554 689
Vote 28 - Johannesburg Social Housing Company	117 758	118 752	143 862	175 616	156 927	186 464	196 057	204 792
Vote 29 - Joburg City Theatres	53 172	60 230	55 144	85 674	62 217	49 382	51 552	54 835
Total Revenue by Vote	45 601 534	47 482 298	55 310 388	60 673 385	60 185 190	63 364 477	66 666 800	70 895 566
Expenditure by Vote to be appropriated								
Vote 1 - Economic Development	179 596	59 082	110 874	168 730	161 273	170 139	186 377	195 751
Vote 2 - Environment, Infrastructure and Services	156 799	128 738	150 145	162 061	138 184	143 881	150 336	167 022
Vote 3 - Transport	1 352 110	1 344 845	1 309 975	1 943 430	1 719 109	1 803 179	2 027 441	1 728 521
Vote 4 - Community Development	1 149 479	882 351	935 185	1 262 066	1 239 058	1 304 280	1 361 374	1 434 520
Vote 5 - Health	822 560	910 457	1 022 555	1 132 324	1 144 072	1 212 947	1 286 278	1 364 238
Vote 6 - Social Development	178 346	169 036	199 093	253 575	439 714	461 922	485 727	511 083
Vote 7 - Group Forensic Investigation Services	37 078	78 727	75 705	106 434	97 245	102 499	108 132	114 315
Vote 8 - Office of the Ombudsman	26 866	29 731	32 110	34 063	28 142	29 718	31 404	33 198
Vote 9 - City Manager	934 190	1 025 287	993 270	1 351 524	1 217 810	1 518 183	1 596 516	1 679 949
Vote 10 - Speaker: Legislative Arm of Council	305 950	388 063	375 496	446 413	442 760	468 508	496 298	525 502
Vote 11 - Group Information and Communication Techn	-	629 261	584 131	703 894	706 715	760 019	795 838	834 813
Vote 12 - Group Finance	4 139 991	4 823 110	4 997 359	5 353 512	5 276 243	6 064 988	6 389 461	6 855 382
Vote 13 - Group Corporate and Shared Services	936 149	327 924	370 135	533 611	427 021	450 423	475 486	502 154
Vote 14 - Housing	1 158 484	1 106 286	906 753	1 091 987	1 172 980	977 302	1 023 777	1 073 898
Vote 15 - Development Planning	282 019	287 109	309 346	413 663	375 137	397 418	440 439	465 898
Vote 16 - Public Safety	3 190 542	2 741 363	3 960 383	5 553 612	5 501 435	5 815 666	6 171 169	6 528 663
Vote 17 - Municipal Entities Accounts	1 080 146	1 190 697	919 599	1 608 412	1 630 861	1 670 188	1 883 185	2 058 529
Vote 18 - City Power	14 881 035	13 724 134	14 548 009	16 843 664	15 683 765	16 951 932	16 563 104	17 184 682
Vote 19 - Johannesburg Water	8 057 940	8 904 479	9 996 318	10 854 818	11 502 817	12 195 870	12 994 571	13 856 235
Vote 20 - Pikitup	1 814 727	2 073 319	2 295 176	2 342 595	2 659 776	2 831 480	2 982 531	3 144 389
Vote 21 - Johannesburg Roads Agency	861 725	941 495	1 174 629	1 284 388	1 356 208	1 428 365	1 505 783	1 594 811
Vote 22 - Metrobus	577 804	523 879	551 102	598 209	656 340	690 346	727 083	804 842
Vote 23 - Johannesburg City Parks and Zoo	842 754	772 509	966 809	981 142	1 067 031	1 123 989	1 185 177	1 250 213
Vote 24 - Johannesburg Development Agency	87 727	91 852	101 222	98 696	94 460	107 492	113 854	120 573
Vote 25 - Johannesburg Property Company	453 379	877 527	572 294	603 548	812 760	854 908	899 391	950 186
Vote 26 - Metropolitan Trading Company	147 912	175 190	240 898	312 745	312 114	362 749	379 834	398 422
Vote 27 - Joburg Market	283 331	325 641	362 931	350 630	372 246	372 725	384 585	473 041
Vote 28 - Johannesburg Social Housing Company	141 106	166 818	187 333	187 901	180 533	213 472	224 270	234 266
Vote 29 - Joburg City Theatres	148 988	168 935	179 237	197 763	194 858	205 044	215 889	227 434
Total Expenditure by Vote	44 228 734	44 867 845	48 427 712	56 775 409	56 610 667	60 689 632	63 085 309	66 312 530
Surplus/(Deficit) for the year	1 372 800	2 614 453	6 882 676	3 897 976	3 574 523	2 674 845	3 581 491	4 583 037

Explanatory notes to 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 the City.
2. Note the total revenue on this table includes capital transfers and expenditure includes taxation and excludes internal transfers.
3. The five biggest votes/budgets are City Power (R17 billion), Johannesburg Water (R12.2 billion), Group Finance (R6.1 billion), Public Safety (R5.8 billion) and Pikitup (R2.8 billion).

Graph: Expenditure by Municipal Vote



Graph: Expenditure by Municipal Vote (Trend)

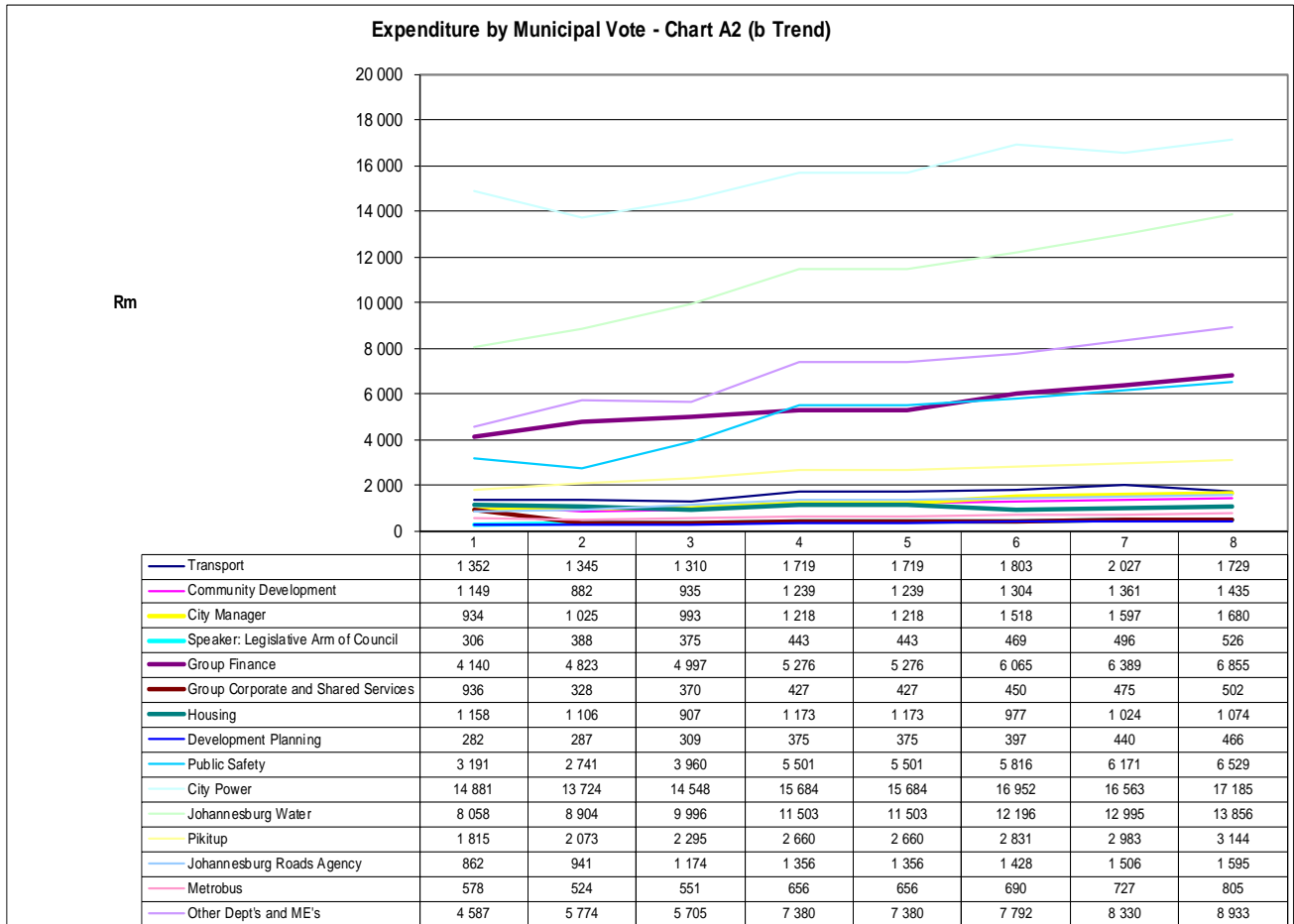


Table A4: Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium-Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Revenue By Source								
Property rates	7 912 381	9 110 560	12 372 032	12 292 550	12 292 550	13 215 032	13 796 493	14 417 336
Service charges - electricity revenue	14 649 520	13 209 621	14 076 466	16 888 897	16 171 871	16 970 962	16 751 340	17 718 679
Service charges - water revenue	5 030 125	5 996 861	7 043 361	7 888 696	7 888 696	8 342 301	9 087 562	9 892 768
Service charges - sanitation revenue	3 197 855	3 644 393	4 115 362	4 692 431	4 692 431	5 191 714	5 623 953	6 093 365
Service charges - refuse revenue	1 319 777	1 441 113	1 651 716	1 729 688	1 830 453	1 918 601	2 008 776	2 109 214
Rental of facilities and equipment	294 181	307 506	334 591	405 054	362 243	418 383	449 691	472 732
Interest earned - external investments	395 088	467 375	636 839	305 700	316 420	327 554	342 597	359 340
Interest earned - outstanding debtors	213 650	214 704	203 025	371 591	373 464	401 433	422 212	446 709
Dividends received	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	239 806	211 547	560 309	1 004 523	1 004 523	1 058 764	1 113 813	1 163 942
Licences and permits	3 648	8 202	8 196	7 503	8 282	8 379	8 231	8 287
Agency services	602 035	660 312	673 046	765 608	730 434	807 851	838 053	872 187
Transfers and subsidies	6 835 831	7 369 073	8 062 085	9 037 510	9 041 639	9 923 671	10 920 712	11 409 997
Other revenue	1 861 620	2 006 027	2 532 161	2 039 451	1 921 186	2 132 906	2 630 803	2 756 850
Gains	-	-	-	56 215	-	33 000	34 716	36 278
Total Revenue (excluding capital transfers and contributions)	42 555 518	44 647 295	52 269 188	57 485 417	56 634 192	60 750 551	64 028 952	67 757 684
Expenditure By Type								
Employee related costs	10 255 081	10 684 522	12 667 744	15 085 407	14 962 432	15 982 485	16 989 327	18 091 672
Remuneration of councillors	139 593	156 206	162 088	181 408	181 408	176 716	198 268	210 019
Debt impairment	3 941 275	3 483 310	4 578 189	4 136 711	5 005 759	5 359 258	5 632 505	5 981 474
Depreciation & asset impairment	2 998 824	3 132 794	3 258 999	4 289 935	4 251 044	4 449 628	4 686 356	5 025 383
Finance charges	2 421 815	2 525 423	2 434 266	2 807 395	2 807 622	3 034 846	3 218 422	3 529 653
Bulk purchases	14 978 933	15 173 013	16 535 145	18 393 191	17 489 736	19 333 614	19 221 649	20 080 077
Other materials	1 899 524	1 550 769	1 443 199	2 244 757	1 919 003	2 070 457	2 227 073	2 353 356
Contracted services	2 321 325	3 328 942	2 983 618	3 953 537	3 847 564	4 018 958	4 241 438	3 944 943
Transfers and subsidies	500 747	289 336	180 269	447 548	342 129	56 852	65 710	132 707
Other expenditure	4 806 980	4 161 944	4 156 830	5 199 788	5 756 449	6 143 409	6 537 367	6 893 791
Losses	74 186	313 623	37 564	-	-	-	-	-
Total Expenditure	44 338 282	44 799 883	48 437 911	56 739 678	56 563 146	60 626 223	63 018 114	66 243 076
Surplus/(Deficit)	(1 782 765)	(152 588)	3 831 277	745 739	71 046	124 328	1 010 838	1 514 609
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 628 843	2 413 210	2 681 480	2 745 480	3 108 510	2 229 600	2 195 395	2 705 514
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	417 174	421 792	359 720	442 488	442 488	384 326	442 453	432 368
Surplus/(Deficit) after capital transfers & contributions	1 263 251	2 682 415	6 872 477	3 933 707	3 622 044	2 738 254	3 648 686	4 652 491
Taxation	(109 549)	67 962	(10 198)	35 731	47 521	63 409	67 195	69 454
Surplus/(Deficit) after taxation	1 372 800	2 614 453	6 882 676	3 897 976	3 574 523	2 674 845	3 581 491	4 583 037
Attributable to minorities	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality	1 372 800	2 614 453	6 882 676	3 897 976	3 574 523	2 674 845	3 581 491	4 583 037
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1 372 800	2 614 453	6 882 676	3 897 976	3 574 523	2 674 845	3 581 491	4 583 037

Explanatory notes to Table A4: Budgeted Financial Performance (revenue and expenditure)

- Table A4 is a view of the budgeted financial performance in relation to the revenue and expenditure per revenue and expenditure category. Total revenue is R60.7 billion, and it represents a revenue

growth of 7.3%, 5.4% and 5.8% respectively over the 3 years. Major contributing items are the projected growth and tariff increases on property rates tax and service charges.

2. Projected property rates revenue is estimated at R13.2 billion, approximately 7.5% increase from the 2019/20 financial year. The increase is based on an average property rates tariff increase of 4%. The increase includes improvements made to properties, subdivisions, consolidations and new properties.
3. Service charges relating to electricity, water, sanitation, refuse removal and service charges other constitute the biggest component of the revenue basket of the City, totaling R33.1 billion for the 2020/21 financial year and increasing to R36.6 billion in 2022/23.

Service charges – electricity

The projected electricity revenue of R16.9 billion is a 4.9% increase from the 2019/20 financial year. The increase is based on a proposed average tariff increase for electricity of 6.23%, the strategic drive to reduce total electricity losses to a level of 25.5% in the 2020/21 financial year. The average bulk purchase price increase from City Power's main suppliers (Eskom, Kelvin and Ekurhuleni municipality) is assumed at 6.85%.

Service charges - water and sewerage

The projected water and sewerage revenue is estimated at R13.5 billion, approximately 7.6% increase from the 2019/20 financial year. The increase is based on an average tariff increase of 6.6%, based on a proposed Rand Water tariff increase of 6.6% and an estimated population growth increase of 1%. The City is also reintroducing the first 6kl water free to all customers as from 1 July 2020.

Service charges – refuse

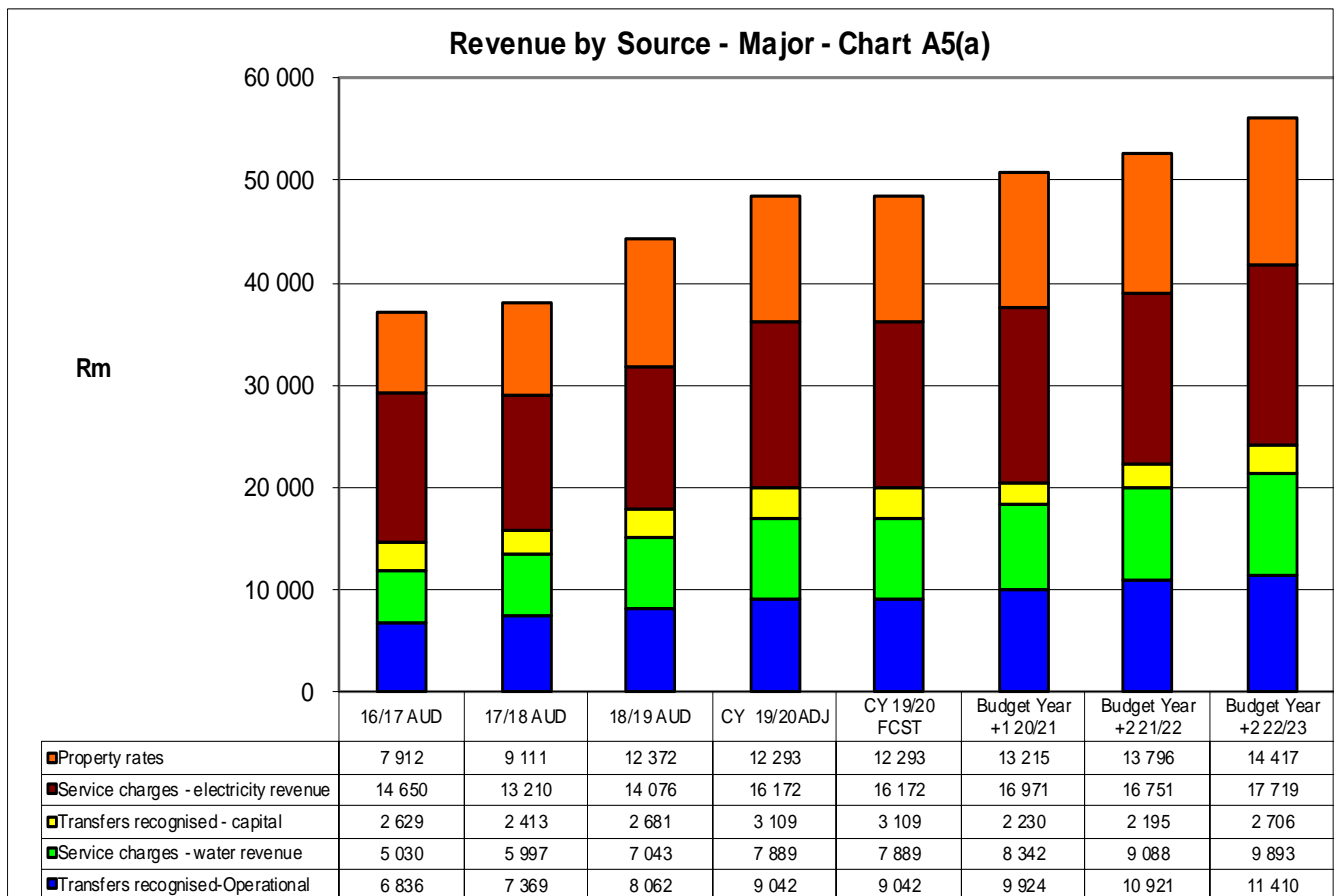
The projected refuse revenue of R1.9 billion is a 4.8% increase from the 2019/20 financial year, the increase is based on a proposed average tariff increase of 5.2% and a proposed stepped tariff to ensure affordability for lower priced properties.

4. Transfers recognised – Operating grants are increasing by R882 million or 10.6% from the 2019/20 financial year. The increase mainly relates to increased allocations for the Equitable Share R493 million, Fuel Levy R410 million, Public Transport Network (PTNG) grant funding R375 million. The ambulance subsidy has reduced by R124.1 million to zero and the housing top-structure allocation was not reflected in the latest Provincial Gazette and is therefore not included in the budget (R286.8 million).
5. Bulk purchases have increased over the 2016/17 to 2022/23 period, escalating from R15 billion in 2016/17 to R19.3 billion in 2020/21. These increases can be attributed to substantial increases in the cost of bulk electricity from Eskom and water from Rand Water.
6. Employee-related cost, one of the main cost drivers within the City's operating expenditure, increases from R10.3 billion in 2016/17 to R16 billion in 2020/21. The budgeted 2020/21 salary increase is based on a projected increase of 6.25%. Employee related cost includes security and cleaning services and

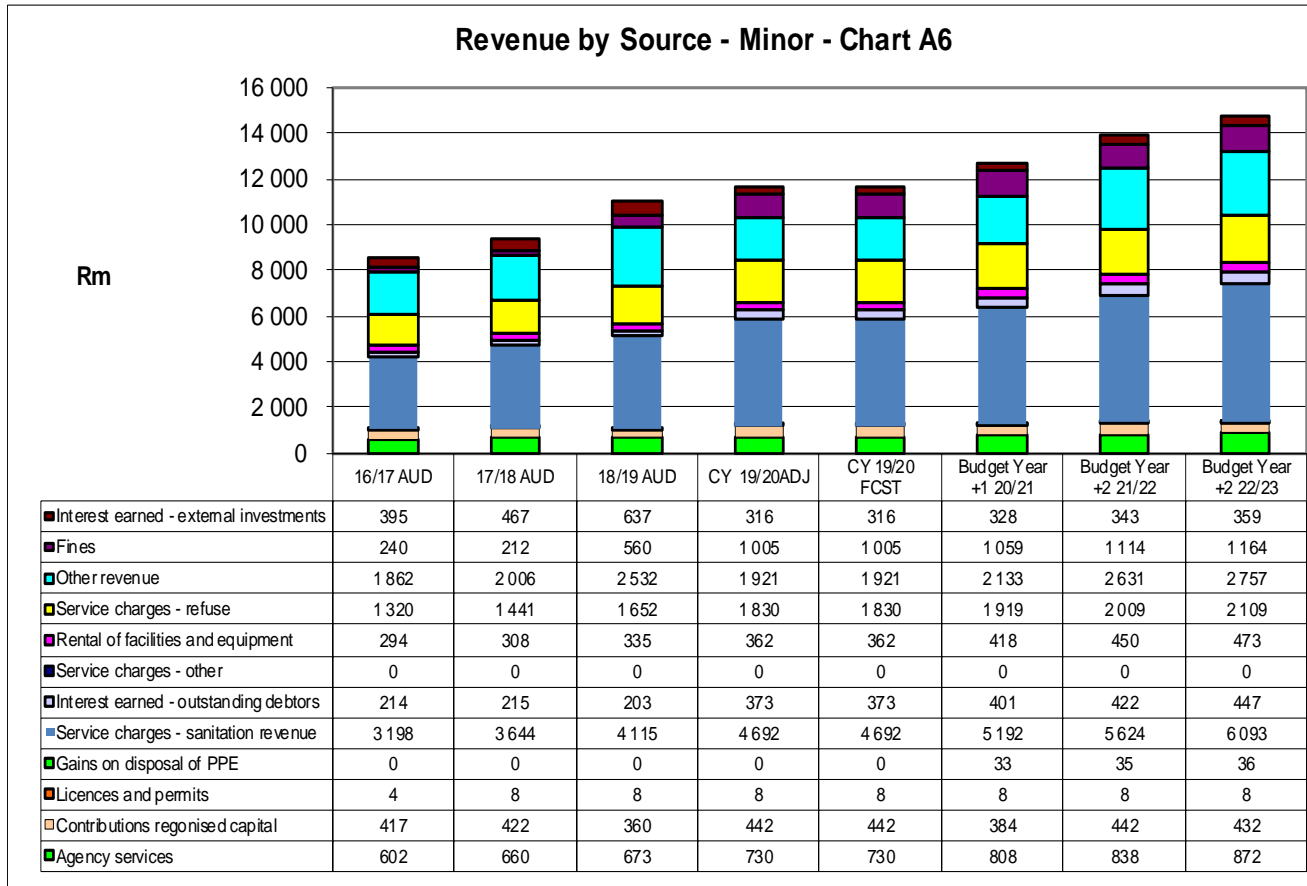
1500 MPO graduates from the previous year.

7. Depreciation and asset impairment increase from R3.1 billion in 2016/17 to R5 billion in 2022/23. This increase is mainly due to the impact of the increased capital investment in infrastructure in the past and over the medium-term budget.
8. Contracted service amounts to R4 billion in 2020/21 and is R171.4 million more than 2019/20.
9. Other expenditure increases with 6.8% from the 2019/20 financial year.
10. The City is budgeting for a surplus (before taxation and capital transfers) of approximately R124.3 million for 2020/21.

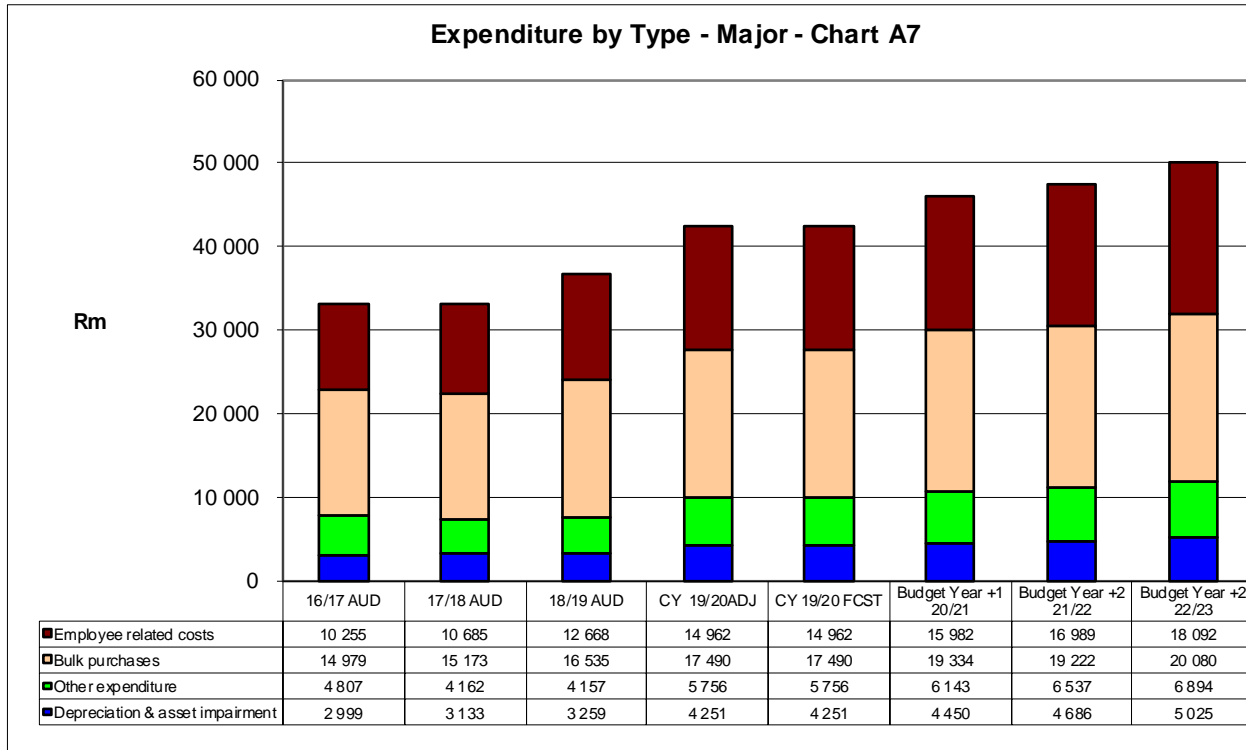
Graph: Revenue by source – Major



Graph: Revenue by source – Minor



Graph: Expenditure by type – Major



Graph: Expenditure by type – Minor

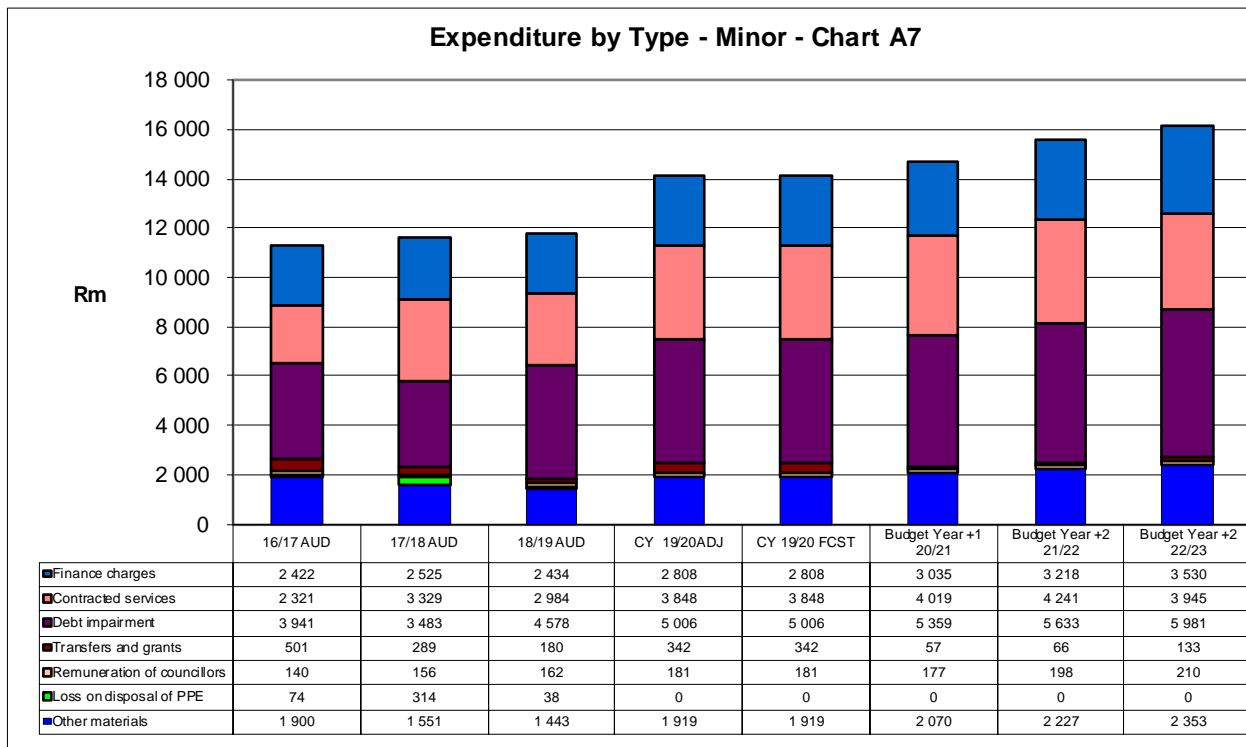


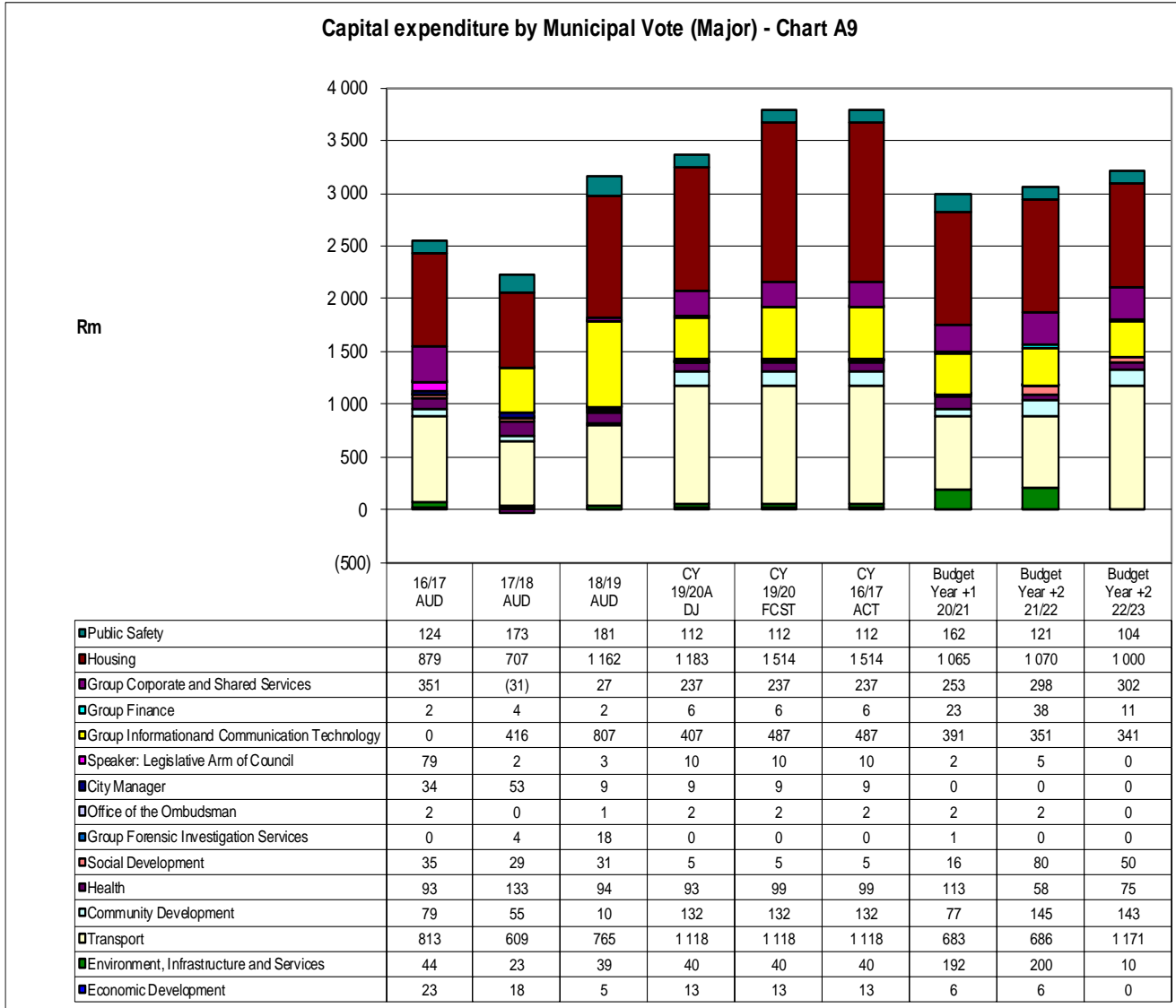
Table A5: Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Capital expenditure - Vote								
Multi-year expenditure to be appropriated								
Vote 1 - Economic Development	22 695	18 308	5 489	13 170	13 170	5 680	5 680	-
Vote 2 - Environment, Infrastructure and Services	44 329	22 921	39 440	39 970	39 970	192 300	200 000	10 000
Vote 3 - Transport	813 254	609 035	764 837	1 118 100	1 118 100	683 153	685 939	1 170 892
Vote 4 - Community Development	78 560	54 541	10 294	131 683	131 683	77 047	145 000	142 635
Vote 5 - Health	92 555	133 495	93 679	92 685	99 008	113 200	57 530	75 200
Vote 6 - Social Development	35 359	28 964	30 759	5 000	5 000	15 600	79 745	50 000
Vote 7 - Group Forensic Investigation Services	-	4 489	17 791	-	-	900	100	-
Vote 8 - Office of the Ombudsman	1 507	201	1 360	2 000	2 000	2 000	2 000	-
Vote 9 - City Manager	33 690	53 344	8 920	9 321	9 321	-	-	-
Vote 10 - Speaker: Legislative Arm of Council	79 322	2 058	3 350	9 500	9 500	2 000	5 000	-
Vote 11 - Group Information and Communication Technology	-	415 872	806 909	406 629	486 629	390 500	350 600	340 600
Vote 12 - Group Finance	1 966	4 208	2 404	5 525	5 525	23 000	38 000	10 500
Vote 13 - Group Corporate and Shared Services	350 652	(30 856)	26 813	236 600	236 600	253 145	298 358	301 534
Vote 14 - Housing	879 136	706 602	1 161 806	1 182 701	1 514 408	1 064 997	1 070 000	1 000 000
Vote 15 - Development Planning	309 150	257 546	244 310	248 700	263 700	200 206	201 610	184 084
Vote 16 - Public Safety	124 408	173 166	181 000	111 800	111 800	162 200	121 365	104 000
Vote 17 - Municipal Entities Accounts	-	-	-	-	-	-	-	-
Vote 18 - City Power	1 377 462	1 219 115	1 140 488	901 231	901 231	738 526	880 098	949 000
Vote 19 - Johannesburg Water	624 013	585 990	926 137	1 050 681	1 060 681	1 091 567	993 375	1 030 850
Vote 20 - Pikitup	61 186	91 361	74 952	102 250	102 250	141 823	156 041	129 960
Vote 21 - Johannesburg Roads Agency	1 305 689	1 201 316	1 300 806	1 140 860	1 140 860	1 131 500	1 122 000	1 102 271
Vote 22 - Metrobus	184 148	28 682	46 250	93 490	93 490	145 230	111 500	90 700
Vote 23 - Johannesburg City Parks and Zoo	105 431	62 691	52 524	66 700	66 700	53 700	37 500	53 300
Vote 24 - Johannesburg Development Agency	301 681	176 179	200 423	165 288	165 288	192 788	203 980	157 000
Vote 25 - Johannesburg Property Company	334 504	151 909	126 802	110 080	160 080	147 981	35 000	60 000
Vote 26 - Metropolitan Trading Company	38 075	2 150	4 404	-	-	15 000	-	-
Vote 27 - Joburg Market	29 875	14 225	31 644	70 015	70 015	200 410	195 510	185 000
Vote 28 - Johannesburg Social Housing Company	435 647	558 763	322 207	405 700	405 700	378 000	505 900	501 690
Vote 29 - Joburg City Theatres	7 738	10 935	25 295	34 751	34 751	36 108	6 019	6 621
Total Capital Expenditure - Vote	7 672 032	6 557 211	7 651 094	7 754 430	8 247 460	7 458 560	7 507 850	7 655 836
Capital Expenditure - Functional								
Governance and administration	801 641	601 225	994 350	779 655	909 655	819 526	729 058	712 634
Executive and council	114 519	55 603	13 630	20 821	20 821	4 000	7 000	-
Finance and administration	687 122	541 133	962 928	758 834	888 834	814 626	721 958	712 634
Internal audit	-	4 489	17 791	-	-	900	100	-
Community and public safety	1 758 835	1 729 158	1 877 564	2 031 020	2 369 050	1 900 852	2 023 059	1 933 446
Community and social services	121 657	94 440	66 348	171 434	171 434	128 755	230 764	199 256
Sport and recreation	105 431	62 691	52 524	66 700	66 700	53 700	37 500	53 300
Public safety	124 408	173 166	181 000	111 800	111 800	162 200	121 365	104 000
Housing	1 314 783	1 265 365	1 484 013	1 588 401	1 920 108	1 442 997	1 575 900	1 501 690
Health	92 555	133 495	93 679	92 685	99 008	113 200	57 530	75 200
Economic and environmental services	3 048 896	2 330 362	2 637 603	2 889 593	2 904 593	2 766 267	2 726 219	2 899 946
Planning and development	701 476	468 408	486 270	497 173	512 173	614 084	606 780	526 084
Road transport	2 303 091	1 839 033	2 111 893	2 352 450	2 352 450	1 959 883	1 919 439	2 363 863
Environmental protection	44 329	22 921	39 440	39 970	39 970	192 300	200 000	10 000
Trading services	2 062 661	1 896 466	2 141 577	2 054 162	2 064 162	1 971 916	2 029 514	2 109 810
Energy sources	1 377 462	1 219 115	1 140 488	901 231	901 231	738 526	880 098	949 000
Water management	374 408	351 594	555 682	630 409	636 409	654 940	596 025	618 510
Waste water management	249 605	234 396	370 455	420 272	424 272	436 627	397 350	412 340
Waste management	61 186	91 361	74 952	102 250	102 250	141 823	156 041	129 960
Other	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	7 672 032	6 557 211	7 651 094	7 754 430	8 247 460	7 458 560	7 507 850	7 655 836
Funded by:								
National Government	2 628 843	2 413 209	2 674 515	2 745 480	3 108 510	2 229 600	2 195 395	2 705 514
Provincial Government	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	417 174	421 089	488 973	-	-	384 326	442 453	432 368
Transfers recognised - capital	3 046 016	2 834 298	3 163 488	2 745 480	3 108 510	2 613 926	2 637 848	3 137 882
Borrowing	2 005 437	2 661 109	2 476 463	2 988 369	2 988 369	3 000 000	3 000 000	2 799 900
Internally generated funds	2 620 579	1 061 804	2 011 142	2 020 581	2 150 581	1 844 634	1 870 002	1 718 054
Total Capital Funding	7 672 032	6 557 211	7 651 094	7 754 430	8 247 460	7 458 560	7 507 850	7 655 836

Explanatory notes to Table A5: Budgeted Capital Expenditure by vote, standard classification and funding source

1. Table A5 is a breakdown of the 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 City has approved multi-year capital budget appropriations in terms of section 16(3) of the MFMA. R7.5 billion is appropriated for 2020/21, R7.5 billion for 2021/22 and R7.7 billion for 2022/23.
3. Funding sources for 2020/21:
 - a. R3 billion of capital will be funded from loans.
 - b. R1.8 billion of capital will be funded through cash surpluses.
 - c. R381.3 million will be funded from grants received from National (PTIS - R244.2 million, NDPG - R62.4 million and Integrated City Development Grant - R74.8 million).
 - d. R1.9 billion will be funded through the Urban Settlement Development Grant (USDG).
 - e. R384.3 million will be funded from other sources (public and bulk service contributions).

Graph: Capital expenditure by Municipal Vote – Core Administration



Graph: Capital expenditure by Municipal Vote – Municipal Entities

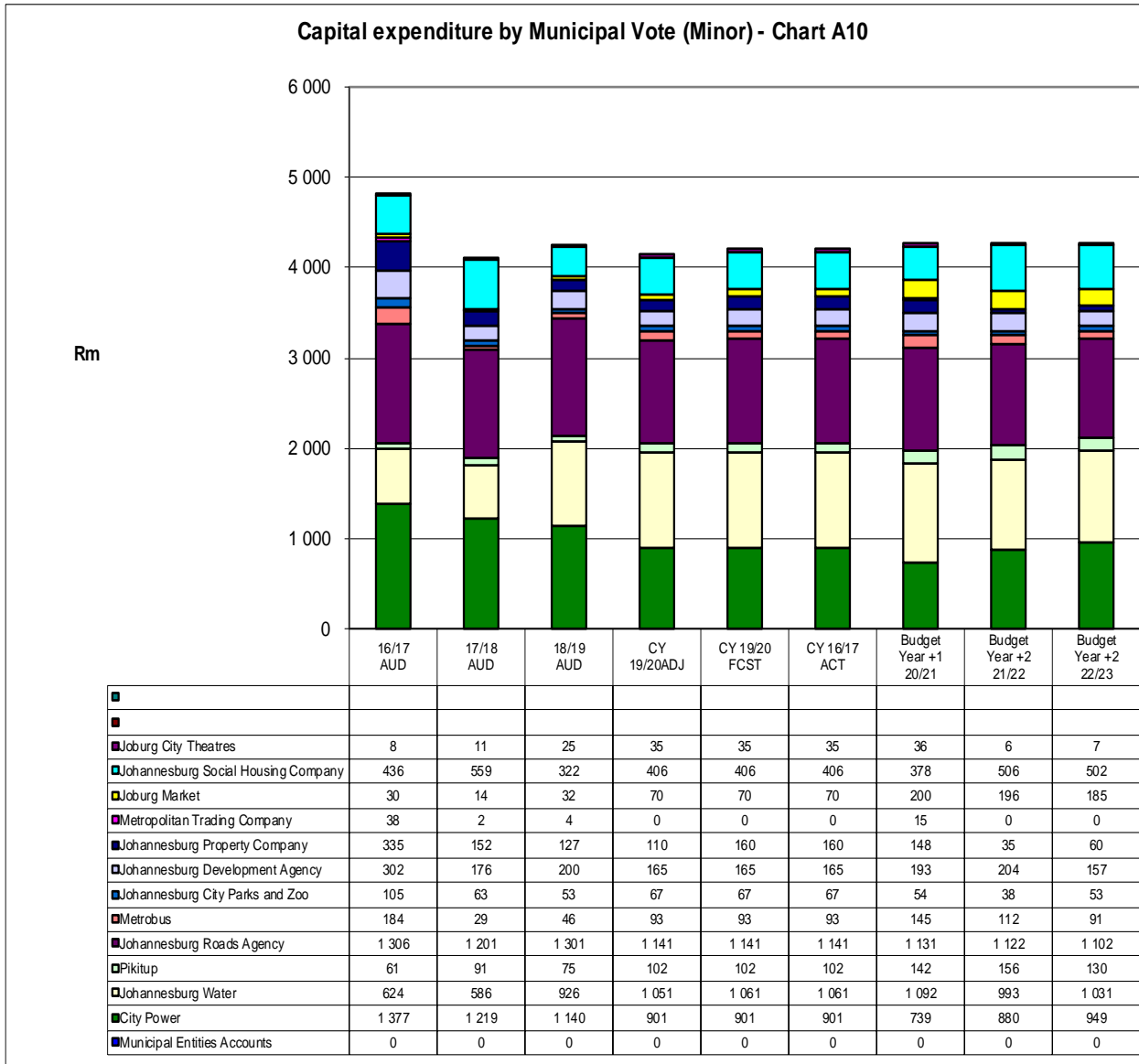


Table A6: Consolidated Budgeted Financial Position

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
ASSETS								
Current assets								
Cash	510 560	1 027 262	1 817 873	1 931 748	2 098 210	1 885 388	2 735 382	3 582 305
Call investment deposits	2 585 350	1 212 598	3 521 341	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Consumer debtors	4 483 072	5 615 024	6 303 388	6 394 807	6 411 421	6 621 088	6 742 591	6 966 815
Other debtors	4 142 163	3 054 942	3 892 372	2 990 887	3 896 264	3 900 161	3 904 061	3 907 965
Current portion of long-term receivables				850 000	850 000		2 268 000	1 458 000
Inventory	319 622	303 474	265 436	329 413	272 072	278 874	285 846	292 992
Total current assets	12 040 767	11 213 300	15 800 410	16 489 454	17 520 565	17 158 109	20 988 477	22 440 675
Non current assets								
Long-term receivables	55 768	68 454	60 596	76 480	63 747	67 062	70 214	73 724
Investments	2 268 902	2 052 797	1 384 772	2 800 961	1 278 440	2 221 512	1 158 953	1 084 165
Investment property	1 015 368	1 006 275	998 481	1 000 544	998 481	998 481	998 481	998 481
Investment in Associate	48 689	40 284	25 447	45 007	26 770	28 162	29 486	30 960
Property, plant and equipment	65 342 296	69 060 662	73 377 912	76 132 389	77 374 328	80 383 259	83 204 753	85 835 207
Biological	26 736	26 860	25 822	26 860	25 822	25 822	25 822	25 822
Intangible	823 444	1 353 458	1 563 366	916 732	1 563 366	1 563 366	1 563 366	1 563 366
Other non-current assets	705 388	1 907 071	2 193 258	1 235 184	2 307 307	2 427 287	2 541 370	2 668 438
Total non current assets	70 286 591	75 515 861	79 629 654	82 234 156	83 638 261	87 714 952	89 592 445	92 280 164
TOTAL ASSETS	82 327 358	86 729 161	95 430 064	98 723 610	101 158 826	104 873 061	110 580 922	114 720 838
LIABILITIES								
Current liabilities								
Bank overdraft								
Borrowing	3 255 769	761 803	948 987	1 695 229	1 838 485	1 034 322	3 211 981	2 237 671
Consumer deposits	45 243	15 445	16 958	53 597	17 128	17 299	17 472	17 647
Trade and other payables	13 657 481	13 629 358	13 428 316	14 060 152	13 458 125	13 250 353	13 325 587	13 206 492
Provisions	272 378	299 256	322 703	309 390	339 484	357 137	373 922	392 618
Total current liabilities	17 230 871	14 705 862	14 716 964	16 118 368	15 653 221	14 659 110	16 928 962	15 854 427
Non current liabilities								
Borrowing	16 855 880	19 144 526	21 097 960	22 479 406	22 248 792	24 214 470	24 002 489	24 564 719
Provisions	6 478 348	6 852 203	6 715 013	7 388 921	6 782 163	6 849 985	6 918 485	6 987 669
Total non current liabilities	23 334 228	25 996 729	27 812 973	29 868 326	29 030 956	31 064 455	30 920 974	31 552 388
TOTAL LIABILITIES	40 565 099	40 702 591	42 529 937	45 986 694	44 684 176	45 723 565	47 849 936	47 406 815
NET ASSETS	41 762 259	46 026 570	52 900 127	52 736 916	56 474 650	59 149 495	62 730 986	67 314 023
COMMUNITY WEALTH/EQUITY								
Accumulated Surplus/(Deficit)	41 763 645	46 026 570	52 900 127	52 735 279	56 473 099	59 147 859	62 729 260	67 312 195
Reserves	-1 386			1 637	1 551	1 637	1 727	1 829
TOTAL COMMUNITY WEALTH/EQUITY	41 762 259	46 026 570	52 900 127	52 736 916	56 474 650	59 149 495	62 730 986	67 314 023

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. Movements on the Budgeted Statement of Financial Performance will impact on the Budgeted Statement of Financial Position. Assumptions made on the collection rate for instance, will affect the budgeted cash position of the City and the budgeted impairment of debtors. As such the assumptions form a critical link in

determining the applicability and relevance of the budget, the determination of financial indicators, the assessment of funding compliance and the general viability of the municipality.

Table A7: Consolidated Budgeted Cash Flows

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES								
Receipts								
Property rates	7 440 040	8 479 833	10 968 874	11 493 534	11 493 534	11 948 573	12 487 405	13 059 582
Service charges	21 785 771	22 467 296	24 631 385	28 483 317	27 411 309	28 991 114	29 839 314	31 912 020
Other revenue	1 110 475	1 665 688	1 868 838	3 395 353	3 361 411	3 594 599	4 269 152	4 371 894
Transfers and Subsidies - Operational	6 947 913	7 005 722	8 118 588	9 037 510	9 041 639	9 923 671	10 920 712	11 409 997
Transfers and Subsidies - Capital	2 620 785	2 478 262	2 772 516	2 745 480	3 108 510	2 229 600	2 195 395	2 705 514
Interest	624 146	715 421	839 864	646 285	651 102	686 772	719 746	758 311
Payments								
Suppliers and employees	(34 549 366)	(35 392 093)	(38 139 673)	(44 740 237)	(44 097 009)	(47 918 146)	(49 328 768)	(51 681 674)
Finance charges	(2 404 884)	(2 525 423)	(2 434 266)	(2 807 395)	(2 807 622)	(3 034 846)	(3 218 422)	(3 529 653)
Transfers and Grants	-	-	-	(447 548)	(342 129)	(56 852)	(65 710)	(132 707)
NET CASH FROM/(USED) OPERATING ACTIVITIES	3 574 880	4 894 706	8 626 126	7 806 300	7 820 746	6 364 485	7 818 823	8 873 285
CASH FLOWS FROM INVESTING ACTIVITIES								
Receipts								
Proceeds on disposal of PPE	-	-	-	498 703	-	417 326	477 169	468 646
Decrease (increase) in non-current receivables	-	-	-	(70 727)	(118 524)	(124 687)	(118 558)	(132 053)
Decrease (increase) in non-current investments	418 092	961 948	(9 350)	(1 027 774)	(743 668)	(93 072)	(1 205 441)	884 788
Payments								
Capital assets	(7 100 961)	(6 354 940)	(7 520 167)	(7 754 430)	(8 247 460)	(7 458 560)	(7 507 850)	(7 655 836)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(6 682 869)	(5 392 992)	(7 529 517)	(8 354 228)	(9 109 651)	(7 258 993)	(8 354 680)	(6 434 455)
CASH FLOWS FROM FINANCING ACTIVITIES								
Receipts								
Borrowing long term/refinancing	2 626 001	5 998 386	4 349 726	2 988 369	2 988 369	3 000 000	3 000 000	2 799 900
Increase (decrease) in consumer deposits	-	-	-	531	170	171	173	175
Payments								
Repayment of borrowing	(791 867)	(6 356 150)	(2 346 981)	(807 986)	(948 039)	(1 838 485)	(1 034 322)	(3 211 981)
NET CASH FROM/(USED) FINANCING ACTIVITIES	1 834 134	(357 764)	2 002 745	2 180 913	2 040 500	1 161 687	1 965 851	(411 906)
NET INCREASE/ (DECREASE) IN CASH HELD	(1 273 855)	(856 050)	3 099 354	1 632 985	751 594	267 178	1 429 993	2 026 923
Cash/cash equivalents at the year begin:	4 369 765	3 095 910	2 239 860	4 291 362	5 339 214	6 090 808	6 357 986	7 787 980
Cash/cash equivalents at the year end:	3 095 910	2 239 860	5 339 214	5 924 346	6 090 808	6 357 986	7 787 980	9 814 903

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.
3. Cash and cash equivalents totals R6.4 billion as at the end of the 2020/21 financial year and escalates to R9.8 billion by 2022/23.

Table A8: Consolidated Cash backed reserves/accumulated surplus reconciliation

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Cash and investments available								
Cash/cash equivalents at the year end	3 095 910	2 239 860	5 339 214	5 924 346	6 090 808	6 357 986	7 787 980	9 814 903
Non current assets - Investments	2 268 902	2 052 797	1 384 772	2 800 961	1 278 440	2 221 512	1 158 953	1 084 165
Cash and investments available:	5 364 812	4 292 657	6 723 986	8 725 307	7 369 248	8 579 498	8 946 933	10 899 068
Application of cash and investments								
Unspent conditional transfers	–	–	–	–	–	–	–	–
Statutory requirements	350 000	235 857	150 000	90 822	90 822	148 948	156 395	164 215
Other working capital requirements	6 202 353	5 887 496	4 608 163	5 434 717	4 094 937	3 906 640	3 855 591	3 551 130
Long term investments committed	2 268 902	2 052 797	1 384 772	2 800 961	1 278 440	2 221 512	1 158 953	1 084 165
Reserves to be backed by cash/investments	(1 386)	–	–	1 637	1 551	1 637	1 727	1 829
Total Application of cash and investments:	8 819 869	8 176 150	6 142 935	8 328 137	5 465 750	6 278 736	5 172 667	4 801 338
Surplus(shortfall)	(3 455 057)	(3 883 493)	581 051	397 171	1 903 498	2 300 762	3 774 267	6 097 730

Explanatory notes to 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. 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.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality’s budget must be “funded”.
4. From the table the City reflects a shortfall in 2016/17 and 2017/18. From 2018/29 to 2022/23 the City reflects a surplus.

Table A9: Consolidated Asset Management

Description	2016/17		2017/18		2018/19		Current Year 2019/20		2020/21 medium term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23			
R thousand											
CAPITAL EXPENDITURE											
Total New Assets	4 162 252	3 582 471	4 196 701	3 914 172	4 332 202	3 632 480	3 860 438	4 115 647			
<i>Roads Infrastructure</i>	536 740	712 188	1 045 093	984 760	984 760	1 036 453	881 439	1 340 276			
<i>Electrical Infrastructure</i>	566 093	615 053	551 512	486 393	486 393	352 877	484 258	361 500			
<i>Water Supply Infrastructure</i>	227 066	123 387	448 987	822 399	822 399	346 650	271 000	281 000			
<i>Sanitation Infrastructure</i>	128 207	166 888	63 328	50 000	50 000	109 000	223 000	220 585			
<i>Solid Waste Infrastructure</i>				250 126	250 126	48 707	87 250	108 318			
Infrastructure	3 189 659	2 668 996	2 974 327	2 665 903	2 665 903	1 980 187	2 086 992	2 464 178			
Community Assets	209 727	196 264	150 521	220 100	226 423	304 075	319 423	281 135			
Other Assets	718 432	571 989	784 123	285 859	697 566	332 356	470 426	458 138			
Total Renewal of Existing Assets	3 509 780	2 974 741	3 454 393	3 840 257	3 915 257	3 826 080	3 647 412	3 540 189			
<i>Roads Infrastructure</i>	504 334	693 184	861 093	853 438	868 438	776 606	764 380	717 491			
<i>Electrical Infrastructure</i>	530 163	587 306	526 632	374 357	374 357	379 449	381 815	550 000			
<i>Water Supply Infrastructure</i>	158 217	85 790	312 196	474 500	474 500	625 817	432 475	372 350			
<i>Sanitation Infrastructure</i>	89 142	116 037	48 322	127 356	127 356	177 558	140 900	185 915			
<i>Solid Waste Infrastructure</i>				55 500	55 500	37 600	5 000	40 000			
Infrastructure	2 649 982	2 202 942	2 437 943	2 061 651	2 121 651	2 168 118	1 902 570	2 067 756			
Community Assets	179 758	203 058	135 994	200 670	200 670	270 498	198 161	188 095			
Other Assets	642 150	448 260	645 535	294 000	294 000	704 958	925 912	821 970			
Total Capital Expenditure	7 672 032	6 557 211	7 651 094	7 754 430	8 247 460	7 458 560	7 507 850	7 655 836			
<i>Roads Infrastructure</i>	1 041 074	1 405 372	1 906 185	1 838 198	1 853 198	1 813 059	1 645 819	2 057 766			
<i>Electrical Infrastructure</i>	1 096 256	1 202 359	1 078 144	860 750	860 750	732 326	866 073	911 500			
<i>Water Supply Infrastructure</i>	385 283	209 177	761 183	1 296 899	1 296 899	972 467	703 475	653 350			
<i>Sanitation Infrastructure</i>	217 349	282 925	111 650	177 356	177 356	286 558	363 900	406 500			
<i>Solid Waste Infrastructure</i>				305 626	305 626	86 307	92 250	148 318			
Infrastructure	5 839 641	4 871 938	5 412 270	4 727 554	4 787 554	4 148 305	3 989 562	4 531 934			
Community Facilities	389 485	399 322	286 515	420 770	427 093	574 573	517 585	469 230			
Community Assets	389 485	399 322	286 515	420 770	427 093	574 573	517 585	469 230			
Operational Buildings	1 360 582	1 020 249	1 429 658	579 859	991 566	1 037 314	1 396 338	1 280 108			
Other Assets	1 360 582	1 020 249	1 429 658	579 859	991 566	1 037 314	1 396 338	1 280 108			
TOTAL CAPITAL EXPENDITURE - Asset class	7 672 032	6 557 211	7 651 094	7 754 430	8 247 460	7 458 560	7 507 850	7 655 836			
ASSET REGISTER SUMMARY - PPE (WDV)	67 207 844	72 051 459	76 563 474	78 230 483	80 119 673	83 134 538	85 961 596	88 597 236			
<i>Roads Infrastructure</i>	4 759 544	6 065 917	13 019 588	7 136 494	7 308 834	7 583 862	7 841 757	8 082 190			
<i>Electrical Infrastructure</i>	10 564 520	14 283 276	14 970 832	10 502 569	10 756 196	11 160 947	11 540 484	11 894 323			
<i>Water Supply Infrastructure</i>	6 022 401	3 958 557	9 279 214	6 696 547	6 858 262	7 116 335	7 358 332	7 583 943			
<i>Sanitation Infrastructure</i>	3 485 372	5 354 197	941 661								
<i>Information and Communication Infrastructure</i>	21 334 816	14 494 584	10 142 493	2 373 695	2 431 017	2 522 495	2 608 275	2 688 246			
Infrastructure	46 166 653	44 156 531	48 353 788	26 709 305	27 354 309	28 383 638	29 348 847	30 248 703			
Community Assets	3 570 527	5 616 384	4 442 287	1 540 160	1 577 354	1 636 709	1 692 366	1 744 255			
Heritage Assets	581 923	597 783	597 778	153 958	157 676	163 610	169 173	174 360			
Investment properties	1 015 368	1 006 275	998 481	1 171 406	1 199 695	1 244 839	1 287 170	1 326 636			
Other Assets	15 023 192	19 294 168	20 581 952	47 698 406	48 850 276	50 688 489	52 412 192	54 019 185			
Biological or Cultivated Assets	26 736	26 860	25 822	31 334	32 091	33 298	34 430	35 486			
Intangible Assets	823 445	1 353 458	1 563 366	925 913	948 273	983 956	1 017 416	1 048 611			
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	67 207 844	72 051 459	76 563 474	78 230 483	80 119 673	83 134 538	85 961 596	88 597 236			
EXPENDITURE OTHER ITEMS											
Depreciation	2 998 824	3 132 794	3 186 446	4 289 935	4 251 044	4 449 628	4 686 356	5 025 383			
Repairs and Maintenance by Asset Class	3 054 428	2 825 096	3 418 932	4 614 376	4 254 304	4 500 440	4 771 433	5 052 189			
<i>Roads Infrastructure</i>	693 213	641 165	775 938	910 715	908 039	860 350	901 524	1 088 754			
<i>Storm water Infrastructure</i>				251 200	251 200	256 700	275 674	294 703			
<i>Electrical Infrastructure</i>	708 391	655 204	792 928	643 101	465 730	595 375	562 342	492 513			
<i>Water Supply Infrastructure</i>	446 070	412 578	499 302	702 338	683 467	740 284	865 783	819 827			
<i>Sanitation Infrastructure</i>	395 974	366 243	443 228	806 629	794 048	811 655	778 440	818 284			
<i>Solid Waste Infrastructure</i>				9 128	1 819	8 136	7 874	3 182			
Infrastructure	2 311 972	2 138 385	2 587 873	3 339 197	3 120 389	3 287 671	3 407 362	3 533 846			
Community Facilities	13 890	12 847	15 548	328 761	319 634	327 778	299 911	315 453			
Community Assets	13 890	12 847	15 548	328 761	319 634	327 778	299 911	315 453			
Operational Buildings	728 566	673 864	815 511	946 418	814 281	882 833	1 064 159	1 202 890			
Other Assets	728 566	673 864	815 511	946 418	814 281	882 833	1 064 159	1 202 890			
TOTAL EXPENDITURE OTHER ITEMS	6 053 252	5 957 890	6 605 378	8 904 311	8 505 348	8 950 068	9 457 789	10 077 571			
<i>Renewal and upgrading of Existing Assets as % of total</i>	45.7%	45.4%	45.1%	49.5%	47.5%	51.3%	48.6%	46.2%			
<i>Renewal and upgrading of Existing Assets as % of dep</i>	117.0%	95.0%	108.4%	89.5%	92.1%	86.0%	77.8%	70.4%			
<i>R&M as a % of PPE</i>	4.7%	4.1%	4.7%	6.1%	5.5%	5.6%	5.7%	5.9%			
<i>Renewal and upgrading and R&M as a % of PPE</i>	10.0%	8.0%	9.0%	11.0%	10.0%	10.0%	10.0%	10.0%			

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. The City does meet the 40 per cent but does not meet the 8 per cent of PPE over the 2020/21 to 2022/23 medium term.
3. The following graph provides an analysis between depreciation and operational repairs and maintenance over the MTREF. It highlights the City’s strategy to address the maintenance backlog.

Graph: Depreciation in relation to repairs and maintenance over the medium term

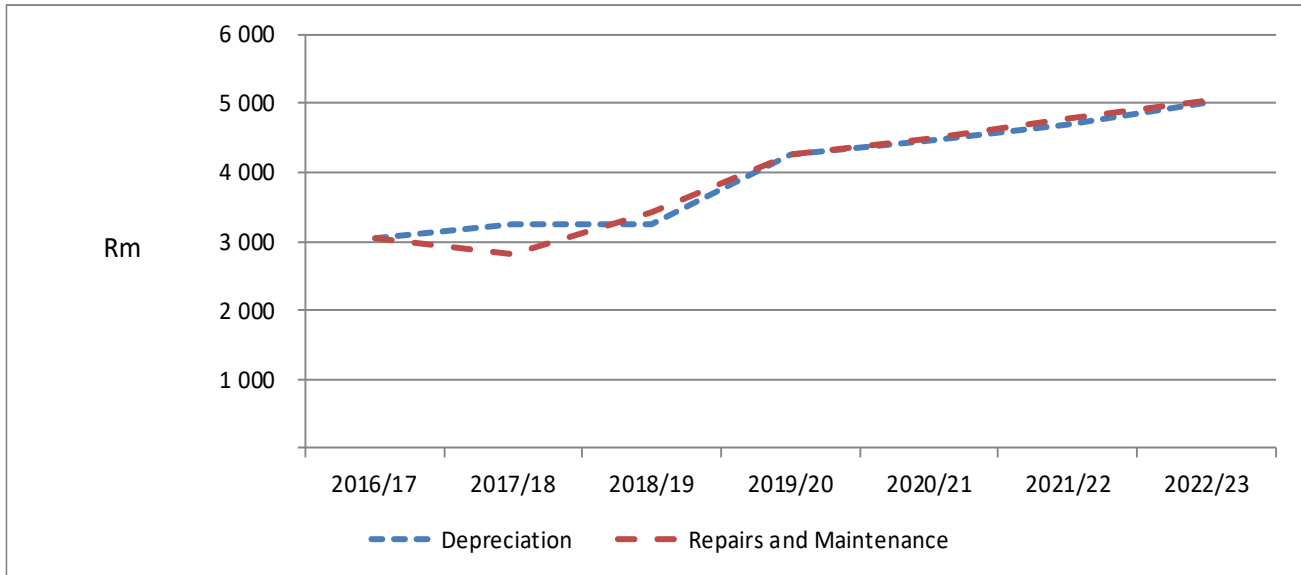


Table A10: Consolidated Basic Service Delivery Measurement

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Household service targets								
Water:								
Piped water inside dwelling	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571
Piped water inside yard (but not in dwelling)	52 365	52 365	52 365	52 365	52 365	52 365	52 365	52 365
Using public tap (at least min.service level)	99 673	101 963	107 677	118 610	118 610	131 530	131 530	131 530
<i>Minimum Service Level and Above sub-total</i>	1 444 609	1 446 899	1 452 613	1 463 546	1 463 546	1 476 466	1 476 466	1 476 466
Other water supply (< min.service level)	20 063	18 918	16 061	12 920	12 920	12 920	12 920	12 920
No water supply	11 794	10 649	7 792	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	31 857	29 567	23 853	12 920	12 920	12 920	12 920	12 920
Total number of households	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466	1 489 386	1 489 386	1 489 386
Sanitation/sewerage:								
Flush toilet (connected to sewerage)	1 250 961	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571
Chemical toilet	106 216	105 096	103 489	101 037	101 037	95 900	94 427	94 427
Pit toilet (ventilated)	59 220	61 460	63 067	64 399	64 399	64 977	69 575	69 575
Other toilet provisions (> min.service level)	10 156	10 156	11 763	14 716	14 716	20 885	19 893	19 893
<i>Minimum Service Level and Above sub-total</i>	1 426 553	1 469 283	1 470 890	1 472 723	1 472 723	1 474 333	1 476 466	1 476 466
No toilet provisions	8 303	7 183	5 576	3 743	3 743	2 133	-	-
<i>Below Minimum Service Level sub-total</i>	8 303	7 183	5 576	3 743	3 743	2 133	-	-
Total number of households	1 434 856	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466
Energy:								
Electricity (at least min.service level)	170 915	170 915	170 915	120 214	120 214	120 214	120 214	120 214
Electricity - prepaid (min.service level)	252 799	252 799	252 799	238 376	238 376	238 376	238 376	238 376
<i>Minimum Service Level and Above sub-total</i>	423 714	423 714	423 714	358 590	358 590	358 590	358 590	358 590
Total number of households	423 714	423 714	423 714	358 590	358 590	358 590	358 590	358 590
Refuse:								
Removed at least once a week	1 066 300	1 094 900	1 125 000	1 156 000	1 156 000	1 190 000	1 224 000	1 258 000
<i>Minimum Service Level and Above sub-total</i>	1 066 300	1 094 900	1 125 000	1 156 000	1 156 000	1 190 000	1 224 000	1 258 000
Total number of households	1 066 300	1 094 900	1 125 000	1 156 000	1 156 000	1 190 000	1 224 000	1 258 000
Households receiving Free Basic Service								
Water (6 kilolitres per household per month)	1 292 571	58 676	58 676	58 676	58 676	58 676	58 676	58 676
Sanitation (free minimum level service)	1 292 571	58 676	58 676	58 676	58 676	58 676	58 676	58 676
Electricity/other energy (50kwh per household per month)	55 563	55 563	55 563	55 563	55 563	55 563	55 563	55 563
Refuse (removed at least once a week)	265 000	81 750	82 000	76 923	76 923	76 923	76 923	76 923
Cost of Free Basic Services provided - Formal Settlements (R'000)								
Water (6 kilolitres per indigent household per month)	664 485	30 164	35 262	37 871	37 871	40 863	40 863	40 863
Sanitation (free sanitation service to indigent households)	280 193	14 258	16 283	17 488	17 488	18 869	18 869	18 869
Electricity/other energy (50kwh per indigent household per month)	2 484 938	2 509 787	2 534 885	2 560 234	2 560 234	2 585 836	2 611 694	2 742 279
Refuse (removed once a week for indigent households)	40 000	45 600	49 200	59 096	59 096	59 379	63 000	66 621
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)								
Total cost of FBS provided	3 773 513	2 845 799	3 101 357	3 141 416	3 141 416	3 201 093	3 238 014	3 379 662
Highest level of free service provided per household								
Property rates (R value threshold)	200 000	200 000	350 000	350 000	350 000	350 000	350 000	350 000
Water (kilolitres per household per month)	6	6	6	6	6	6	6	6
Electricity (kwh per household per month)	150	150	150	150	150	150	150	150
Refuse (average litres per week)	240	240	240	240	240	240	240	240
Revenue cost of subsidised services provided (R'000)								
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)	3 511	2 800	6 575	6 936	6 936	7 311	7 691	8 037
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)	1 129 759	1 230 795	1 785 997	2 056 240	2 056 240	2 202 883	2 299 810	2 403 301
Refuse (in excess of one removal a week for indigent households)	-	-	-	-	-	-	-	-
Housing - top structure subsidies	339 149	247 645	118 238	222 282	286 788	-	-	-
Total revenue cost of subsidised services provided	1 472 419	1 481 240	1 910 810	2 285 458	2 349 964	2 210 194	2 307 501	2 411 338

Explanatory notes to Table A10: Basic Service Delivery Measurement

1. Table A10 provides an overview of free basic services and service delivery levels, including backlogs (below minimum service level), for each of the main services.
2. The cost of Free Basic Services amounts to R3.2 billion in 2020/21 and R3.4 billion in 2022/23.

1.4 TARIFF SETTING

The City's funding model continues to rely on revenue generated from trading services as a primary source of revenue, followed by grants and loans. What tends to differ is the share of each of the sources of funding. With the tight economic climate that South Africa is facing, the growth in national grants allocations is becoming flatter thereby forcing municipalities to find their own sources of funding. Furthermore, with innovations and technological developments, the traditional notion of utilities as ultimate monopolies that can generate excessive revenue is eroding. The current operational and capital budget funding model is based on the continued and sustained generation of surplus through trading services, primarily water and electricity services. This is complemented by revenue raised through property taxation and grant funding.

Tariff-setting therefore plays a pivotal and strategic part of the compilation of the City's budget and an integral part of the City's funding mix as it determines the affordability level, debt impairment and the capacity of the City to borrow to fund the City's capital programs. Elements of a good tariff policy are proposed in section 74 of the Local Government: Systems Act, 2000. Tariff reviews take place within the framework of the City's Tariff Policy that sets overarching principles. The City's Tariff Policy remains premised on affordability of services, competitiveness of the City and returns on investments made on infrastructure used in the provision of services. Tariffs for these services are informed by increases in bulk purchases rather than inflation. The City further seeks to facilitate development initiatives within its boundaries and remains mindful of the basis of its tariff adjustments, its obligations to its citizen, requirements of the regulatory framework and the prevailing economic climate.

For the 2020/21 financial year, in addition to the ordinary practice of adjustment for inflation, cost reflectivity gained attention against the discussion of scarcity of resources. Tariffs should at least be expected to recover and match the cost of providing services. Administered prices and inflationary pressures limit the scope of tariff increases. Departments and entities are further also involved in finding out innovative forms of generating extra revenue to compensate for the changing economic environment. These proposals will be included in the tariffs basket for consultation or be part of measures designed to strengthen fiscal efforts. Such measures include exploring areas such as outdoor advertising, traffic law enforcement, parks maintenance partnerships, extracting value on the existing debtors book, tariff audits per category of customers and a review of various ways in which the current tariffs on the system can be made more cost reflective.

Effective 01 July 2018, the City implemented a third General Valuation in terms of the Local Government Municipal Property Rates Act, 2004, resulting in an increase in rateable value. The date of valuation of this roll is 1 July 2017 as required by the Municipal Property Rates Act, 2004. Given that property rating share the same base with refuse removal the latter will further receive spill overs as a result of improvements in valuations. Through this process also, there was a potential to also deal with completeness of the property rates base as it relates to rating. Coupled with investigations on the mismatching of files, audit reconciliations, validation of reversals and improved billing, there is a potential to preserve the current property rates revenue levels. The 2018 General Valuation further includes a new category of property- the public service infrastructure that has not been rated in the past general valuations and will be rated as per the regulations from the national government.

With continued pressure on affordability level and economic performance, a scrutiny of performance drivers and uniqueness of each revenue source was undertaken as part of the budget process and matched to the required collection levels using past performance levels and future projections. For the 2020/21 financial year, the Budget Steering Committee discussions reviewed revenue targets recognizing the prevailing local economic conditions, input costs of each service, the affordability of services as expressed by historic consumption levels, and also to strike a balance between the interests of poor households, other customers and ensuring the financial sustainability of the municipality

The major challenge that tends to face the City is managing the gap between cost drivers and tariffs levied, as any shortfall should be closed through operational efficiency gains or service level reductions. An assessment of historic revenue performance indicated changes in patterns of consumption. In fact there are indications, that the revenue generating entities may be generating very marginal profit hence no longer subsidizing other departments and entities as expected. The tariffs were reviewed to ascertain whether they are still capable of producing the required revenue envelopes, taking note of the prevailing trends and changes on the trading account. To manage this dilemma, it is necessary that budgeting be undertaken as a going concern at the entity level. There is a recognition that operations need to generate sufficient revenue to sustain their respective business units and cross-subsidise expenditure across other departments and entities.

With scarcity of resources such as water, tariffs are increasingly used to encourage the economic use of scarce resources and price appropriately for returns to capital employed in the provision of services. The City monitors revenue trends, tariff structures, changes in regulatory framework and economic impact on various consumer categories as part of formulating revenue forecasts.

National Treasury (NT) continues to encourage municipalities to keep increases in rates and tariffs at affordable levels in order for the budget to be realistic as required by the MFMA. Municipalities are required to justify in their budget documentation all increases in excess of the 6 (six) per cent which is the upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment, and therefore a collapse of the existing revenue base. Municipalities are further encouraged to set cost- reflective tariffs especially for trading services such as water and sanitation, electricity and refuse removal. In MFMA Circular No 98, the NT notes that municipalities are increasingly under-recovering the cost associated with trading services.

The percentage increases of both Eskom and Rand Water bulk tariffs are far beyond the inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's electricity and water tariffs is largely outside the control of the City. Cross-subsidization should still entrench principles of equitability and economic use of resources. In cases where the City uses subsidy to fund operations, there is a need to extract efficiency through balancing the subsidy and revenue ratios.

Within this framework the City has undertaken the tariff setting process relating to its major service charges as follows:

Property Rates

Rates revenue is one of the major funding sources for the City of Johannesburg. The services funded from the rates revenue include, inter alia, health, safety and security, roads and public parks as well as many other community related services. The factors influencing the cost structure of providing such services, is the inflationary pressure and cost of supplies required to maintain these services and assets.

In order to realise the income required to finance the envisaged operational activities of the Council for the ensuing financial year, the proposed differentials for categories and application of the ratios and tariffs, are as indicated in the table below.

No	Category	Ratio 2019/2020	Rates for 2019/2020	Ratio 2020/2021	Rates tariffs for 2020/2021	% Increase
1	Agricultural residential	1:1	0.007749	1:1	0.008059	4 %
2	Agricultural business	1:2.6	0.020147	1:2.5	0.020147	4 %
3	Agricultural other	1:1	0.007749	1:1	0.008059	4 %
4	Residential	1:1	0.007749	1:1	0.008059	4 %
5	Residential Consent use	1:2	0.015499	1:2	0.016118	4 %
6	Business and commercial	1:2.6	0.020147	1: 2.5	0.020147	4 %
7	Sectional Title Business	1:2.6	0.020147	1: 2.5	0.020147	4 %
8	Sectional Title residential	1:1	0.007749	1:1	0.008059	4 %
9	Sectional Title other	1:1	0.007749	1: 1	0.008059	4 %
10	Municipal property	0	0	0	0.000000	0%
11	Farming	1:0.25	0.001937	1:0.25	0.002015	4.0%

No	Category	Ratio 2019/2020	Rates for 2019/2020	Ratio 2020/2021	Rates tariffs for 2020/2021	% Increase
12	Mining land	1:2.6	0.020147	1:2.5	0.020147	4 %
13	Vacant Land	1:4	0.030996	1:4	0.032236	4 %
14	PSI	1:0.25	0.0001937	1:0.25	0	0%
15	PSI privately owned	1:0.25	0.001937	1:0.25	0.002015	4 %
16	Private open space	1:0.25	0.001937	1:0.25	0.002015	4 %
17	Public open space	1:0.25	0.001937	1:0.25	0.002015	4 %
18	State	1:1.5	0.011623	1:1.5	0.012088	4 %
19	Education	1:0.25	0.001937	1:0.25	0.002015	4 %
20	Religious	0	0	0	0.000000	0%
21	Multipurpose residential	1:1	0.007749	1:1	0.008059	4 %
22	Multipurpose business	1:2.6	0.020147	1:2.5	0.020147	4 %
23	R E of a township	1:2.6	0.020147	1: 2.5	0.020147	4 %
Category of ownership						
1	Public benefit organisation	1:0.25	0.001937	1:0.25	0.002015	4 %
Penalty Tariff						

No	Category	Ratio 2019/2020	Rates for 2019/2020	Ratio 2020/2021	Rates tariffs for 2020/2021	% Increase
1	Unauthorised use	1:6	0.046494	1:6	0.048354	4 %

Rebates on Rates tariffs for 2020/2021

Residential Value Exclusion	First R350 000 of value of all residential property to be excluded from rating
Other rebates :	
Pensioner owners whose gross monthly household income is lower than R10 338 Property value not more than R2.5 million	100%
Pensioner owners whose gross monthly income is higher than R10 338 but lower than R17 719 in a property value not more than R2.5 million	50%
Pensioners owners who are seventy years and above irrespective of income with a property value does not exceed R2.5 million	100%
High density rebate	5%
Expanded social Package pensioners who live in a property not more than R2.5 million	100%
People who are on Expanded social package who are not pensioners who's property value does not exceed R500 000	100%
Heritage Sites	20%
Organizations with purpose of Animal Protection	100%
Property Owned by Organizations in terms of the Housing Development Schemes For Retired Persons Act	50%
Vacant Land subject to conditions	50%
Private Sports Clubs	40%
Child headed family with a property value not exceeding R2.5 million	100%
Residential Value Exclusion	First R350 000 of value of all residential property to be excluded from rating
People who are on a government grants because of disability whose gross monthly household income which is equal to or less than than R10 338. Property value not more than R2.5 million	100%
People who are on pension because of disability whose gross monthly income is higher than R10 338 but lower than R17 719 in a property value not more than R2.5 million	50%

Water, Sewerage and Sanitation Services

South Africa faces similar challenges with regards to water supply as it did with electricity, since demand growth outstrips supply. Consequently, NT is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of bulk purchases, cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

In addition, NT has urged all municipalities to ensure that their water tariff structures are cost reflective. In instances where tariffs are not yet fully cost-reflective, NT advises that a pricing strategy be developed to phase-in the necessary tariff increases in a manner that spreads the impact on consumers over a period of time (National Treasury, MFMA Circular No 74).

It is expected that Rand Water will increase its bulk tariffs by 6.6 per cent from 1 July 2020.

Taking these factors into account, the City is proposing an average tariff increase of 8.6 per cent from 1 July 2020 for water and sewerage and sanitation services. 6 kℓ water per 30-day period will again be granted free of charge to all residents. Registered indigents will continue to receive free water and sanitation as per the City's ESP Policy.

The proposed tariff increases for the 2020/21 financial year applicable to the various tariff bands is as follows:

- First 6 kl to be provided for free for residential customers.
- Residential post-paid and prepaid water revenue to be increased on average by 6,6% but will vary for different tariff bands.
- Residential post-paid and prepaid sanitation tariffs to be increased on average by 6,6%.
- Institutional tariffs to be increased by 8,7% for consumption up to 200kl and consumption exceeding 200kl by 11.7% to narrow the gap compared to commercial tariff.
- Industrial/Commercial tariffs to be increased by 6.6%.
- Demand Levy to be increased by 6.6%.
- All other tariffs to be increased by an average of 6.6%.

Domestic Water Tariffs

Proposed domestic water tariffs – metered areas

Kilolitres	2019/20	2020/21
per connection per month	Tariff	Tariff
	(R/kl)	(R/kl) *
0-6	9.10	Free
> 6-10	9.66	18.99
>10-15	16.49	19.82
>15-20	23.99	27.79
>20-30	32.95	38.40
>30-40	36.51	42.00
>40-50	46.62	52.99
More than 50	49.66	56.79
Water demand management levy	24.88	26.52

Proposed domestic water tariff – pre-paid meters

Kilolitres per connection per month	2019/20 Tariff (R/kl)	2020/21 Tariff (R/kl)
0-6		Free
>6-10	8.32	16.36
>10-15	10.68	16.87
>15-20	19.86	20.16
>20-30	31.54	36.50
>30-40	34.19	39.29
>40-50	44.97	40.10
More than 50	49.60	53.69
Water demand management levy	24.88	26.52

Proposed domestic water restriction tariffs - metered areas

For the supply of water where at least a water restriction has been declared by the Department of Water and Sanitation

CONVENTIONAL WATER RESTRICTIONS									
Band	Normal Tariff	Level 1 15%	Level 2 20%	Level 3 25%	Level 4 30%	Level 5 35%	Level 6 40%	Level 7 45%	Level 8 50%
0-6	-	-	-	-	-	-	-	-	-
> 6-10	R18.99	22.34	23.74	25.32	27.13	29.21	31.65	34.53	37.98
>10-15	R19.82	23.32	24.78	26.43	28.31	30.49	33.03	36.04	39.64
>15-20	R27.79	32.69	34.74	37.05	39.70	42.75	46.32	50.53	55.58
>20-30	R38.40	45.18	48.00	51.20	54.86	59.08	64.00	69.82	76.80
>30-40	R42.00	49.41	52.50	56.00	60.00	64.61	70.00	76.36	84.00
>40-50	R52.99	62.34	66.24	70.66	75.70	81.53	88.32	96.35	105.99
>50	R56.79	66.81	70.99	75.72	81.13	87.37	94.65	103.25	113.58

Proposed domestic water restriction tariff- pre- paid meters

PREPAYMENT WATER RESTRICTIONS									
Band	Normal Tariff	Level 1 15%	Level 2 20%	Level 3 25%	Level 4 30%	Level 5 35%	Level 6 40%	Level 7 45%	Level 8 50%
0-6	-	-	-	-	-	-	-	-	-
6-10	16.36	19.23	20.43	21.79	23.35	25.15	27.25	29.72	32.69
>10-15	16.87	19.85	21.09	22.49	24.10	25.95	28.12	30.67	33.74
>15-20	20.16	23.71	25.20	26.88	28.80	31.01	33.59	36.65	40.32
>20-30	36.50	42.94	45.63	48.66	52.14	56.15	60.84	66.36	73.00
>30-40	39.29	46.23	49.12	52.38	56.13	60.44	65.48	71.44	78.58
>40-50	49.10	57.76	61.37	65.46	70.14	75.54	81.84	89.28	98.20
>50	53.69	63.16	67.11	71.59	76.70	82.59	89.47	97.61	107.37

Deemed consumption areas

Erven within previously disadvantage areas where a flat rate for water consumption was charged and it has not been possible to assess metered water consumption over the past 12 months:

- (a) 5kl per month: Free;
- (b) 10 kl per month: R75.96 per month;
- (c) 20 kl per month: R314.01 per month.

Informal settlements

Informal dwelling structures on an erf, which is not connected to the water reticulation system of the Council and is supplied by water from a communal water point: Free of charge per month.

Proposed water tariffs for indigents as part of the Expanded Social Package

Indigent Category	Score on Prevailing COJ Poverty Index	Allocation of additional free water per person per day (litres)	Monthly allocation cap of free water per household in which at least 50% of registered social package recipients qualify for the band in question (Kilo-litres)
Band 1	1-34	25l.	10kl.
Band 2	35-70	35l.	12kl.
Band 3	71-100	50l.	15kl

Note :

- (a) Band 1 refers to individuals / households within a vulnerability range defined by the approved CoJ Poverty index of the ESP policy.
- (b) Band 2 refers to individuals/ households with some formal income that nonetheless falls below the survival range threshold set by the approved CoJ Poverty index of the ESP policy.
- (c) Band 3 refers to individuals/ households with no formal income from either grants or employment, or incomes below the individual survival level as set by CoJ Expanded Social Package policy.

Domestic Sanitation Tariffs

Proposed private dwelling domestic sanitation tariffs

ERF Size (m ²)	2019/20 Tariff (R/erf/month)	2020/21 Tariff (R/erf/month *
Erf size up to and including 300 m ²	213.94	R228.06
Erf size from 301 m ² to 1 000 m ²	416.47	R443.96
Erf size from 1 001 m ² to 2 000 m ²	630.05	R671.63
Erf size larger than 2 000 m ²	907.80	R967.71

Proposed domestic sanitation tariffs – Pre-paid meters

Kilolitres per connection per month	2019/20 Tariff Subsidised measured (R/kl)	2020/21 Tariff Subsidised measured (R/kl) *
0-6		Free
6-10	8.21	8.75
>10- 15	10.39	11.08
>15-20	12.54	13.37
>20-30	18.61	19.84
>30-40	18.61	19.84
>40-60	18.61	19.84
>60	18.61	19.84

Proposed sanitation tariffs for indigents as part of the Expanded Social Package

11.2.1 A reduction in tariff will be given to a consumer who is having a drainage installation, connected to Johannesburg Water’s sewer network and who is declared indigent in terms of the Council’s Expanded Social Package policy resolution:

Indigent Category	Score on Prevailing COJ Poverty Index	Reduction in Sewerage tariff
Band 1	1-34	70%
Band 2	35-70	100%
Band 3	70-100	100%

Note:

- a. Band 1 refers to individuals / households within a vulnerability range defined by the approved CoJ Poverty index of the ESP policy.
- b. Band 2 refers to individuals / households with some formal income that nonetheless falls below the survival range threshold set by the approved CoJ Poverty index of the ESP policy.
- c. Band 3 refers to individuals/ households with no formal income from either grants or employment, or incomes below the individual survival level as set by CoJ Expanded Social Package policy.

Waste Management Services

National Treasury acknowledges that waste removal usually operates at a deficit (MFMA Circular 66). The CoJ is no exception to this trend. Municipalities are encouraged by NT to have cost- reflective tariffs for waste removal, and to explore alternative methodologies to manage solid waste, including recycling and incineration in plants that use heat energy to generate electricity. Pikitup has redefined its tariff determination principles effective 01 July 2016. These revised tariff determination principles require businesses and households to all contribute towards waste management services. This practice moves away from charging for waste management services (refuse charge) based on the number of bins to charging a levy as a contribution towards the cost associated with all waste management services. The amount of the levy to be charged will still be determined based on the market value of property.

The proposed tariffs for refuse removal services for 2020/21 are as follows

Refuse Charge

The table below depicts the property categories in terms of their values and related refuse charges aligned to each category.

Property Categories		Proposed Tariff (increased by 5.2%)
From	To	
0	R350 000	Exempt
R350 001	R500 000	R141
R500 001	R750 000	R186
R750 001	R1 000 000	R235
R1 000 001	R1 500 000	R247
R1 500 001	R2 500 000	R345
R2 500 001	R5 000 000	R360
R5 000 000>		R368

City Cleaning Levy (CCL)

The property categories listed below relates to CCL which is levied on properties zoned as non-residential including vacant land and all agricultural properties as reflected by City’s land information systems (LIS).

Property Categories		Proposed Tariff (increased by 5.2%)
From	To	
0	R350 000	Exempt
R350 001	R500 000	R193
R500 001	R1 500 000	R195
R1 500 001	R2 500 000	R279
R2 500 001	R5 000 000	R287
R5 000 001	R7 500 000	R445
R7 500 001	R10 000 000	R464
R10 000 001	R30 000 000	R623
R30 000 000>>>		R791

Non Sectional Title Properties

The tariffs below apply to properties other than sectional title properties used for habitation and charged as follows:

- a) Non sectional title properties with multiple living units will be R92 per unit
- b) Non sectional title properties containing living rooms will be R38 per room with shared facilities per month

Disposal fees/tariffs

The categories below reflect charges for the waste disposed of at various landfills sites within the City. This method of waste disposal involves treatment of waste materials by burial and is categorised and charged per type and weight being disposed of as follows:

	Tariff (excl. vat)
(a) Refuse Disposal for each 500kg - Except Special Industrial Waste	R 122
(b) Refuse Disposal for each 250kg - Special Industrial Waste	R 122
(c) Refuse Disposal - Except Special Industrial Waste done after 12:00pm on Saturday, the whole day on Sunday and Public Holidays	R 146
(d) Refuse Disposal - organic (garden) waste (Free at Garden Sites)	R128
(e) Refuse Disposal - Soil and Other Material Suitable for Covering Landfills	R 0
(f) Refuse Disposal Outside of COJ- Soil and Other Material Suitable for	R 181

Covering Landfills

Landfill safe disposal (per ton)

The tariffs in this category relates to safe disposal of putrescible (food) waste at City landfill sites for which destructible certificates are issued. This service is charged per ton of waste disposed as follows:

Tariff (excl. vat)

- (a) Price per ton **R 3 055**
- (b) Price per 500kg and under **R 1 528**

Electricity Services

The tables below show the proposed electricity tariffs for the 2020/2120 MTB.

Segment	Overall Tariff Escalation Rates			
	FY1920*	FY2021	FY2122	FY2223
Large Power User (MV-TOU)	15.77%	7.71%	5.22%	10.00%
Large Power User (LV-TOU)	15.74%	7.64%	5.22%	10.00%
LPM-MV	15.20%	6.22%	5.22%	10.00%
LPU-LV	15.20%	6.22%	5.22%	10.00%
Business Conventional	12.34%	3.47%	5.22%	10.00%
Business Prepaid	13.70%	5.23%	5.22%	10.00%
Agricultural	13.07%	6.23%	5.22%	10.00%
Residential Conventional	13.07%	6.23%	5.22%	10.00%
Residential Prepaid	13.07%	6.23%	5.22%	10.00%
Reseller Residential Conventional	13.07%	6.23%	5.22%	10.00%
Reseller Business Conventional	13.07%	6.23%	5.22%	10.00%
Average Increase	13.07%	6.23%	5.22%	10.00%

*Actual NERSA allowed increase

EMBEDDED GENERATION TARIFF

SEGMENT	Supply	Units	Block	Service	Capacity	Maximum Demand		Energy Charge	
	Position			Charge	Charge	Summer	Winter	Summer	Winter
				R/month	R/month	R/kVA	R/kVA	c/kWh	c/kWh
Large Customer - TOU	HV	kVA							
		kWh	Peak	1 646.72	21 304.09	195.45	195.45	168.83	401.73
		kWh	Standard					127.11	153.39
		kWh	Off-peak					97.71	105.10
Large Customer - TOU	MV	kVA							
		kWh	Peak	1 632.93	4 541.52	210.17	210.17	168.83	401.73
		kWh	Standard					127.11	153.39
		kWh	Off-peak					97.71	105.10
Large Customer - TOU	LV	kVA							
		kWh	Peak	1 187.58	1 061.75	224.88	224.88	168.83	401.73
		kWh	Standard					127.11	153.39
		kWh	Off-peak					97.71	105.10
Large Customer	MV	kVA							
		kWh		890.69	4 809.80	210.17	210.17	140.49	166.29
Large Customer	LV	kVA							
		kWh		742.25	1 133.48	224.85	224.85	150.50	176.28
Large Customer Reactive Energy	c/kVArh							23.58	
Business	400 V	kVA	< 50	445.35	426.99				
		kWh	0 - 500					206.65	216.34
		kWh	501 - 1000					226.82	235.52
		kWh	1001 - 2000					237.86	246.03
		kWh	2001 - 3000					246.53	254.30
		kWh	> 3000					254.54	261.91
		kVA	< 100	445.35	610.17				
		kWh	0 - 500					206.65	216.34
		kWh	501 - 1000					226.82	235.52
		kWh	1001 - 2000					237.86	246.03
		kWh	2001 - 3000					246.53	254.30
		kWh	> 3000					254.54	261.91
Business Prepaid	400 V	kVA	< 50						
		kWh	0 - 500					220.67	220.67
		kWh	501 - 1000					241.64	241.64
		kWh	1001 - 2000					253.12	253.12
		kWh	2001 - 3000					262.15	262.15
		kWh	> 3000					270.47	270.47

SEGMENT	Supply Position	Units	Block	Service Charge R/month	Capacity Charge R/month	Maximum Demand		Energy Charge	
						Summer R/kVA	Winter R/kVA	Summer c/kWh	Winter c/kWh
Reseller Business (Conventional)	400 V	kVA		445.35	426.99				
		kWh	0 - 500					196.87	207.34
		kWh	501 - 1000					216.66	226.11
		kWh	1001 - 2000					227.49	236.38
		kWh	2001 - 3000					236.01	244.46
		kWh	> 3000					243.86	251.90
Agricultural	400 V	kVA		445.35	599.03			166.43	192.61
Domestic TOU	230 V	A	80	147.76	596.23				
		kWh	Peak					172.70	397.31
		kWh	Standard					136.61	162.76
Domestic 3 Ø Seasonal	230 V	A	80	147.76	596.23				
		kWh	0 - 500					135.46	161.61
		kWh	501 - 1000					156.49	182.64
		kWh	1001 - 2000					168.55	194.70
		kWh	2001 - 3000					178.21	200.41
		kWh	> 3000					187.30	213.45
Domestic 1 Ø Seasonal	230 V	A	80	147.76	478.62				
		kWh	0 - 500					135.46	161.61
		kWh	501 - 1000					156.49	182.64
		kWh	1001 - 2000					168.55	194.70
		kWh	2001 - 3000					178.21	200.41
		kWh	> 3000					187.30	213.45

SEGMENT	Supply	Units	Block	Service	Capacity	Maximum Demand		Energy Charge	
	Position			Charge	Charge	Summer	Winter	Summer	Winter
				R/month	R/month	R/kVA	R/kVA	c/kWh	c/kWh
Domestic 3 Ø		A	80	147.76	596.23				
		kWh	0 - 500					142.43	142.43
		kWh	501 - 1000					163.46	163.46
		kWh	1001 - 2000					175.52	175.52
		kWh	2001 - 3000					185.18	185.18
		kWh	> 3000					194.26	194.26
Domestic 1 Ø	230 V	A	60	147.76	435.27				
		kWh	0 - 500					142.43	142.43
		kWh	501 - 1000					163.46	163.46
		kWh	1001 - 2000					175.52	175.52
		kWh	2001 - 3000					185.18	185.18
		kWh	> 3000					194.26	194.26
Domestic 1 Ø	230 V	A	80	147.76	478.62				
		kWh	0 - 500					142.43	142.43
		kWh	501 - 1000					163.46	163.46
		kWh	1001 - 2000					175.52	175.52
		kWh	2001 - 3000					185.18	185.18
		kWh	> 3000					194.26	194.26
Domestic Prepaid	230 V	kWh	0 - 300	-	-			144.49	144.49
		kWh	301 - 500					169.88	169.88
		kWh	>500					196.31	196.31
Reseller Domestic (Conventional)		A	80	148.45	599.03				
		kWh	0 - 300					128.70	128.70
		kWh	301 - 500					151.39	151.39
		kWh	>500					175.93	175.93
Life Line Conventional	230V								
Life Line Energy	230 V								
Robot Intersections								277.66	277.66
Streetlights & Billboard per Luminaire								311.26	311.26

EMBEDDED GENERATION TARIFF

Residential Embedded Generator Energy Charge (c/kWh)	57.42
Business and Large Power User Embedded Generator Energy Charge (c/kWh)	47.58

Overall impact of tariff increases on households

The following table shows the overall expected impact of the proposed tariff increases on various households.

Table SA14: Household bills

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21 % incr.	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Rand/cent											
Monthly Account for Household - 'Middle Income Range'											
Rates and services charges:											
Property rates		288.17	306.04	214.23	226.01	226.01	226.01	4.0%	235.05	245.40	256.44
Electricity: Basic levy		442.02	444.93	485.39	548.84	548.84	548.84	6.2%	583.03	613.46	674.81
Electricity: Consumption		1 241.50	1 249.70	1 273.30	1 439.75	1 439.75	1 439.75	6.2%	1 529.45	1 609.25	1 770.20
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		417.46	506.76	568.79	625.14	625.14	625.14	11.7%	698.01	758.04	823.23
Sanitation		298.36	334.76	378.95	416.47	416.47	416.47	6.6%	443.96	482.14	523.60
Refuse removal		147.00	156.00	165.00	177.00	177.00	177.00	5.1%	186.00	194.74	204.48
Other		-	-	-	-	-	-	-	-	-	-
sub-total		2 834.51	2 998.19	3 085.66	3 433.21	3 433.21	3 433.21	7.1%	3 675.50	3 903.03	4 252.76
VAT on Services		356.49	376.90	430.71	481.08	481.08	481.08	7.3%	516.07	548.64	599.45
Total large household bill:		3 191.00	3 375.09	3 516.37	3 914.29	3 914.29	3 914.29	7.1%	4 191.57	4 451.67	4 852.21
% increase/-decrease			5.8%	4.2%	11.3%	11.3%	11.3%	7.1%	6.2%	9.0%	
Monthly Account for Household - 'Affordable Range'											
Rates and services charges:											
Property rates		172.90	183.63	91.81	96.86	96.86	96.86	4.0%	100.74	105.17	109.90
Electricity: Basic levy		442.02	444.93	485.39	548.84	548.84	548.84	6.2%	583.03	613.46	674.81
Electricity: Consumption		540.90	544.45	592.90	670.40	670.40	670.40	6.2%	712.15	749.30	824.25
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		297.31	371.96	418.89	460.39	460.39	460.39	9.9%	506.01	549.53	596.79
Sanitation		153.28	171.97	194.67	213.94	213.94	213.94	6.6%	228.06	247.67	268.97
Refuse removal		113.27	118.00	125.00	134.00	134.00	134.00	5.2%	141.00	147.63	155.01
Other		-	-	-	-	-	-	-	-	-	-
sub-total		1 719.68	1 834.94	1 908.66	2 124.43	2 124.43	2 124.43	6.9%	2 270.99	2 412.76	2 629.73
VAT on Services		216.55	231.18	272.53	304.14	304.14	304.14	7.0%	325.54	346.14	377.97
Total small household bill:		1 936.23	2 066.12	2 181.19	2 428.57	2 428.57	2 428.57	6.9%	2 596.53	2 758.90	3 007.70
% increase/-decrease			6.7%	5.6%	11.3%	11.3%	11.3%	6.9%	6.3%	9.0%	
Monthly Account for Household - 'Indigent'											
Household receiving free basic services											
Rates and services charges:											
Property rates		-	-	-	-	-	-	-	-	-	-
Electricity: Basic levy		-	-	-	-	-	-	-	-	-	-
Electricity: Consumption		324.54	326.67	373.47	418.26	418.26	418.26	(13.6%)	361.23	380.08	418.08
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		177.16	194.32	219.31	241.04	241.04	241.04	30.3%	314.01	341.01	370.34
Sanitation		-	-	-	-	-	-	-	-	-	-
Refuse removal		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
sub-total		501.70	520.99	592.78	659.30	659.30	659.30	2.4%	675.24	721.09	788.42
VAT on Services		70.24	72.94	88.92	98.90	98.90	98.90	2.4%	101.29	108.16	118.26
Total small household bill:		571.94	593.93	681.70	758.20	758.20	758.20	2.4%	776.53	829.25	906.68
% increase/-decrease			3.8%	14.8%	11.2%	11.2%	11.2%	2.4%	6.8%	9.3%	

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water
2. Use as basis property value of R500 000, 500 kWh electricity and 25kl water
3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)
4. Note this is for a SINGLE household.

Free Basic Services: Basic Social Services Package

The ESP assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services households are required to register in terms of the City’s Expanded Social Package Policy. The Policy will be reviewed to ensure that it is aligned to national government policies supporting indigent customers, and better profile the programs of the City as they relate to poverty reduction, and social support. About 29 947 individuals are currently registered and the number is expected to increase to around 70 000 over the medium term.

Details relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement are contained in Table A10 (Basic Service Delivery Measurement).

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

COUNCIL RESOLUTIONS

Council Resolutions

OPERATING BUDGET

IT IS RECOMMENDED

1. That the consolidated operating revenue of R60.7 billion, operating expenditure of R60.6 billion, taxation of R63.4 million and capital grants and contributions of R2.6 billion for the City of Johannesburg for the financial year 2020/21, and the indicatives for the projected medium-term period 2021/22 to 2022/23 be approved as set out in the following attachments:
 - 1.1 The consolidated operating budget for the City, Core Administration and Municipal Entities as reflected in Annexure A, B and C.
 - 1.2 The operating revenue and expenditure budget by vote for the City as reflected in Annexure D.

2. That the subsidies payable by Core Administration to the following Municipal Entities be approved: –

Municipal Entity	Adjusted Budget 2019/20	Budget 2020/21	Estimate 2021/22	Estimate 2022/23
	R 000	R 000	R 000	R 000
Pikitup	739 256	820 521	877 423	934 024
Johannesburg Roads Agency	1 169 926	1 243 374	1 313 446	1 394 468
Metrobus	636 533	669 859	705 735	782 560
Johannesburg City Parks and Zoo	885 155	951 882	1 000 985	1 057 413
Johannesburg Development Agency	60 525	40 627	43 710	44 416
Johannesburg Property Company	658 636	596 229	623 306	660 546
Metropolitan Trading Company	239 990	251 893	255 671	267 677
Johannesburg Social and Housing Company	19 098	19 900	20 736	21 669
Joburg City Theatres	128 469	160 454	169 378	177 892
Total subsidies to ME's	4 537 588	4 754 740	5 010 390	5 340 665

3. That the supporting information contained in the 2020/21 – 2022/23 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 approved in conjunction with this report.

CAPITAL BUDGET

IT IS RECOMMENDED

1. That the capital budget of R7 458 560 000 for the year 2020/21, R7 507 850 000 for the year 2021/22 and R7 655 836 000 for the year 2022/23 of the City of Johannesburg be approved in terms of Section 16 (3) of the MFMA as set out in the following schedules:
 - 1.1 Capital budget by vote for each of the Municipal Entities and Core Administration as reflected in Annexure A.
 - 1.2 Capital budget by project for each of the Municipal Entities and Core Administration as reflected in Annexure B.

TARIFFS

IT IS RECOMMENDED

1. That the tariff of charges for the 2020/21 budget be approved.

PART 2 – SUPPORTING DOCUMENTATION

2.1 OVERVIEW OF THE ANNUAL BUDGET PROCESS

2.1.1 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) a time schedule that sets out the process to revise the IDP and prepare the Budget.

Key dates applicable to the process were:

Budget and tariff process 2020/21	Timeframe	Status
Mayoral Lekgotla	13-15 December 2019	✓
Presentations of budget proposals to Technical Budget Steering Committee	20- 22 November 2019	✓
Budget Steering Committee meetings	14-20 January 2020	✓
NT Engagements (Mid- year Review)	7 February 2020	✓
Mayoral Committee considers tabled draft IDP, Budget, Tariffs, SDBIPs and Business Plans	20 March 2020	✓
Tabling of the draft IDP, Budget, Tariffs, SDBIPs and Business Plans at Council	29 May 2020	✓
IDP, Budget and Tariffs outreach process	May – June 2020	✓
Approval of IDP, Budget, Tariffs, SDBIPs and Business Plans by Mayoral Committee	26 June 2020	✓
Council approval of final IDP, Budget, Tariffs, SDBIPs and Business Plans	8 July 2020	✓

A change in the political landscape within the City saw a new Mayor being elected on 4 December 2019. Following this election, a Mayoral Lekgotla was convened on 13- 15 December 2019 to forge a new strategic direction and pronounce on new priority programmes for the City.

Subsequent to the Mayoral Lekgotla, budget guidelines were issued to departments and municipal entities (MEs). Departments and MEs were requested to prepare their budget proposals in line with the recommendations of the Mayoral Lekgotla. These budget proposals were then presented to the Budget Steering Committee hearings held on 14 to 20 January 2020. The BSC is established in terms of the local government regulatory framework, and for the City of Johannesburg incorporates additional members co-opted to assist in the formulation of strategic priorities. The Budget Steering Committee reviews and evaluates key priority programmes for the clusters, departments and entities in the short and medium-term and outcomes thereof in relation to GDS imperatives and the strategic direction as set at Mayoral Lekgotla. It

further deliberates on performance targets and indicators and reviews the proposed operating and capital expenditures. In between are sessions at executive management level that seek to develop programme content and shared understanding of priorities, interventions and focus areas. On 15 March 2020, the COVID-19 pandemic was declared as a national disaster. Departments and municipal entities were requested to implement various action plans in line with national and provincial interventions to ensure the virus do not spread out of control in its communities. On 17 June 2019, the Council approved the COVID-19 special adjustment which has been used as a base for the next MTEF planning.

2.1.2. IDP and Service Delivery and Budget Implementation Plan

The City's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, and 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. There will be areas revised in line with the new strategic priorities, and to create focus in resource allocation.

The process plan applicable to this revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Compilation of the SDBIP; and
- The review of the performance management and monitoring processes

For the 2020/21 MTB, each department/function had to review its business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2019/20 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.

2.1.3. Review of the Financial Development Plan

The financial development plan has been reviewed in line with historic performance trends and the local government regulatory framework, and used to confirm both the adjustment budget and the 2020/21 budget indicatives. The outcomes of the process were used to inform the resource allocation process. The funding model still relies heavily on revenue generated from trading services through tariffs, supported by grants and loans. Built into the models are modules that recognise constraints as a result of existing commitments and the projected financial position. Optimisation as a modelling technique was used to arrive at budget limits that put the organisation at a sound financial position. The modelling process also shared light on the performance of major revenue sources in relation to capital investments made, providing a rich background of evaluating budget proposals.

2.1.4 Community Consultation

As per legislative requirements, once the draft budget is tabled in Council, it must be made available for the public to comment on. The public participation process will be undertaken in line with the prescripts of the MFMA, Municipal Systems Act, and other applicable legislation. The program is managed in conjunction with the Office of the Speaker. The tabling of the draft budget in March 2020 will mark the commencement of community participation, encourage discussion with all stakeholders and provide an opportunity for feedback. The public participation process will take place throughout the month of April 2020 with the support of the City's regional structures. The outcome of the public participation process will be considered to determine the final budget and tariffs.

2.2 OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP

Budgeting takes place within the overall City planning framework. The City's Growth and Development Strategy (GDS) and IDP are the primary point of reference for the MTB. Subsequent to the election of a new Mayor in December 2019, a new strategic direction and priority programmes were forged, forming the basis for the IDP review.

The new strategic priorities are:

- Financial Sustainability;
- Good Governance;
- Sustainable Service Delivery;
- Economic development;
- Job Opportunity and Creation;
- Integrated Human Settlements;
- Safer City;
- Active and Engaged Citizenry;
- Sustainable environmental development;
- Smart City; and
- COVID 19 Response.

Accordingly, the 2020/21 MTB addresses the following key programmes in the IDP:

- Accelerated and visible service delivery and reintroduce co-production in the delivery of basic services;
- Improve and strengthen the financial position;
- Impact the housing market including the integration, development and maintenance hostels and flats;
- A safer City by reintroducing ward-based policing (Joburg 10+) and effective by-law enforcement;
- Job opportunities and creation;
- Development and support of SMME;
- Community Based Planning and enhanced community engagement, including Mayoral imbizos;

- Manage displaced communities and homelessness;
- Combat drug and substance abuse;
- Combat gender-based violence;
- Combat corruption, fraud and maladministration;
- Combat illegal land invasion and promote regulated land use;
- Formalisation of informal settlements and accelerated rapid land release; and
- Covid-19 Response - Pillar 1: Comprehensive Health Response; Pillar 2: Food Security Response; Pillar 3: Enforcement and Compliance Measures; Pillar 4: Economic impact and mitigation measures; Pillar 5: Social mobilization and solidarity; Pillar 6: Continuation of Municipal Services.

The 2020/21 MTB has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table SA4: Reconciliation of IDP strategic objectives and budget (revenue)

KEY PRIORITY	PROGRAMME	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Create a City that responds to the needs of citizens, customers and businesses	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	8 820	9 261	9 724
Create a City that responds to the needs of citizens, customers and businesses	Inner city regeneration, including key economic nodes	184 726	193 408	203 079
Create a City that responds to the needs of citizens, customers and businesses	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	53 985	56 361	59 168
Create a culture of enhanced service delivery with pride	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	2 513	2 626	2 746
Enhance our financial sustainability	Improve and strengthen financial position	16 666 699	16 423 998	17 365 082
Enhance our financial sustainability	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	12 956 348	13 630 078	14 284 322
Enhance our financial sustainability	Meaningful progress towards addressing the R170 billion infrastructure backlog resulting in better quality, reliable services for the City's residents	502 811	421 285	399 352
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	49 950	46 208	49 851
Financial Sustainability	Financial Sustainability	303 643	360 764	376 998
Integrated human settlements	Addressing the historical legacy of housing backlogs and landlessness in our City	55 543	57 988	60 597
Other Programmes	Achievement of inclusive economic growth	51 699	53 974	56 403
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	30 403	38 125	41 204
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	The achievement of inclusive economic growth that drives job creation	1 060 732	1 452 723	1 039 090
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	The need to address the high levels of youth unemployment in the City	19 819		
Safer City	Safer City	1 165 676	1 223 239	1 278 285
Service delivery acceleration	Increasing the levels of public safety and sense of security experienced by residents of our City	295 532	308 537	322 422
Sustainable service delivery	Addressing the historical legacy of housing backlogs and landlessness in our City	33 209	34 671	36 231
		4 166	4 349	4 545
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services	Climate Change	17 200	18 000	19 000
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	Instilling best service standards by City employees	500	522	545
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	Timeous visibility of company and group performance to all stakeholders in the organisation to assist with better decision making	229 097	249 913	272 498
Create a City that responds to the needs of citizens, customers and businesses	Instilling best service standards by City employees	53 762	56 127	58 653
Economic Development	Unlocking investments through property transactions and developments	54 172	57 104	59 674
Economic Development	Regeneration of the inner-cities of Joburg, Randburg and Roodepoort through the release of derelict buildings to the private sector.	30 000	31 320	32 729
Enhance our financial sustainability	Commercial Services	210 517	220 408	231 427
Enhance our financial sustainability	Corporate Geo-Informational spatial information maintenance	212	238	234
Enhance our financial sustainability	Focussing on driving up capital expenditure investment in infrastructure	46 411	48 453	50 633
Enhance our financial sustainability	Improving revenue collection	466 525	490 630	512 530
Good governance	Ethics and discipline	618	649	678
Improve and strengthen financial position	Improving revenue collection	52 027	54 316	56 760
Other Programmes	Environmental Health	1 179	1 231	1 287
Other Programmes	Primary Health Care	144 091	153 601	164 353
Day-to Day Programmes		13 783 827	14 982 005	16 280 323
Day-to Day Programmes	daily activities, HR, Financial and daily administration activities	166 563	176 750	188 457
Day-to Day Programmes	Agency services	423 425	443 714	459 262
Day-to Day Programmes	Anti corruption	15 787	16 482	17 224
Day-to Day Programmes	Chlorine - Swimming pools and basic operation of Sport and Recreation Facilities: Cleaning, preparation and set up of facilities for programmes, events and activities, administration, bookings and disseminations	2 819	2 950	3 098
Day-to Day Programmes	Completion of aerial photography & implementation	242	239	267
Day-to Day Programmes	Core museums, galleries and arts centres	4 220	4 439	4 661
Day-to Day Programmes	Domestic RCR	1 653 547	1 731 263	1 817 827
Day-to Day Programmes	Enhancing Financial Sustainability	4 097 741	4 514 562	4 878 263
Day-to Day Programmes	Financial Management Control	5 183 542	5 744 559	6 317 165
Day-to Day Programmes	Financially and administratively sustainable and resilient City	131 290	137 065	142 963
Day-to Day Programmes	Group Human Capital Management	13 000	13 764	14 040
Day-to Day Programmes	Head Office Overheads - Customer Services	26 118	27 345	28 713
Day-to Day Programmes	Head Office Overheads - Depot Admin	1 701	1 781	1 871
Day-to Day Programmes	Head Office Overheads - Finance	6 192	6 482	6 806
Day-to Day Programmes	Head Office Overheads - IT	9	9	10
Day-to Day Programmes	Information Resources Management for public libraries, depots, programs and extension services.	28 960	30 122	31 303
Day-to Day Programmes	Land use development efficient and effective archiving	16	17	18
Day-to Day Programmes	Landfills	53 208	55 709	58 494
Day-to Day Programmes	Litigation Management, Legal Advisory Services and Legal Advocacy	186	174	183
Day-to Day Programmes	Management Support Function and core mandate, HR, Finance, Marketing, Internal Audit, Company Secretary and Operations	50 590	74 380	77 727
Day-to Day Programmes	Managing an efficient and effective archiving system for both building control and records	560	588	617
Day-to Day Programmes	Other Day to Day Indicators (OPEX)	36 396	37 942	40 566
Day-to Day Programmes	Policy	27 493	28 032	29 433
Day-to Day Programmes	Promotion, stakeholder liaison, community interaction, collaboration with Schools, NGO's and Stakeholders, Partnerships - to initiate and implement sustainable programmes at Sport and Recreation facilities. Daily programmes provision i.e. after school care, Senior Citizen Clubs, Holiday programmes, Commemorative programmes, galas, Learn to Sim	16 418	17 186	18 044
Day-to Day Programmes	Regulatory and management support	2	2	2
Day-to Day Programmes	Rental facilities	76 983	81 007	84 075
Day-to Day Programmes	Smart and efficient procurement process	1 306	1 367	1 435
Day-to Day Programmes	Sundry income	10 216	10 866	11 352
Day-to Day Programmes	Support Function	69 300	70 980	70 980
Day-to Day Programmes	Support Service to Community development Directorates	3 300	3 455	3 628
Day-to Day Programmes	Transportation of passengers	98 140	102 458	107 069
Day-to Day Programmes	United Nations Environment Programme	14 889	11 151	11 709
		60 750 551	64 028 952	67 757 684

Table SA5: Reconciliation of IDP strategic objectives and budget (operating expenditure)

KEY PRIORITY	PROGRAMME	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	44 294	46 770	49 399
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services	12 435	12 807	13 305
Community based planning and community engagement, including mayoral izimbizo	Community based planning and community engagement, including mayoral izimbizo	2 562	2 500	2 500
Improved quality of life	Improved quality of life	73	76	79
Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	11 219	11 781	12 379
A well functioning system that can track, process and close petitions	Creating a responsive administration focussed on delivering service with pride to the City's residents	3 439	3 655	3 885
Active and engaged citizenry		1 938	2 080	2 219
Conduct awareness workshops for the public on IDP and elections	Creating a responsive administration focussed on delivering service with pride to the City's residents	9 867	10 488	11 150
Create a City that responds to the needs of citizens, customers and businesses	A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	6 200	6 591	7 006
Create a City that responds to the needs of citizens, customers and businesses	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	174 349	183 307	192 832
Create a City that responds to the needs of citizens, customers and businesses	Completion of Corporate Surveys with interventions plan and recommendations		1 200	
Create a City that responds to the needs of citizens, customers and businesses	Completion of the 2020 Quality of Life Survey VI	1 500		1 500
Create a City that responds to the needs of citizens, customers and businesses	Creating a responsive administration focussed on delivering service with pride to the City's residents	72 158	62 417	66 168
Create a City that responds to the needs of citizens, customers and businesses	Improve and strengthen financial position	4 907	5 200	5 510
Create a City that responds to the needs of citizens, customers and businesses	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	124 317	132 084	140 335
Create a City that responds to the needs of citizens, customers and businesses	Improved mobility for road users throughout the City.	819 112	881 247	929 436
Create a City that responds to the needs of citizens, customers and businesses	Inner city regeneration, including key economic nodes	746 037	789 395	838 234
Create a City that responds to the needs of citizens, customers and businesses	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents			
Create a City that responds to the needs of citizens, customers and businesses	Prioritising the formalisation of informal settlements	170 191	179 968	191 487
Create a City that responds to the needs of citizens, customers and businesses	The achievement of inclusive economic growth that drives job creation	5 277	5 509	5 757
Create a City that responds to the needs of citizens, customers and businesses.	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	10 784	11 404	12 059
Create a culture of enhanced service delivery with pride	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	1 699 471	1 783 046	1 871 902
Create a sense of security through improved public safety	Increasing the levels of public safety and sense of security experienced by residents of our City	295 531	314 003	333 628
Create a sense of security through improved public safety.	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	29 965	31 661	33 466
Create an honest and transparent City that fights corruption	Creating a responsive administration focussed on delivering service with pride to the City's residents	94 486	100 195	106 292
Encourage innovation and efficiency through the Smart City programme	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	267	278	291
Encourage innovation and efficiency through the Smart City programme	Creating a responsive administration focussed on delivering service with pride to the City's residents	8 714	9 164	9 656
Encourage innovation and efficiency through the Smart City programme	The achievement of inclusive economic growth that drives job creation	500	5 000	993
Encourage innovation and efficiency through the Smart City programme.	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	16 287	17 221	18 218
Enhance our financial sustainability	Creating a responsive administration focussed on delivering service with pride to the City's residents	5 713	6 075	6 458
Enhance our financial sustainability	Improve and strengthen financial position	153 583	161 229	169 372
Enhance our financial sustainability	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	3 065 630	3 254 626	3 571 437
Enhance our financial sustainability	Meaningful progress towards addressing the R170 billion infrastructure backlog resulting in better quality, reliable services for the City's residents	656 710	691 420	710 523
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	46 727	48 912	51 901
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	6 324	6 602	6 899
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	247 069	258 619	270 812

KEY PRIORITY	PROGRAMME	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	16 640	18 221	19 335
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	The achievement of inclusive economic growth that drives job creation	14 881	15 535	16 234
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	247 069	258 619	270 812
Financial Sustainability	Financial Sustainability	11 411	12 124	12 881
Good Governance	An honest, transparent and responsive local government that prides itself on service excellence	37 134	39 449	41 909
Good Governance	Number of policy research documents developed to enhance GDS Implementation	1 500	1 000	1 000
Guaranteed customer and citizen care and service	A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	6 296	5 753	8 251
Implemented Hansard system for Council and Committee meetings	Creating a responsive administration focussed on delivering service with pride to the City's residents	2 152	2 286	2 431
Integrated human settlements	Addressing the historical legacy of housing backlogs and landlessness in our City	496 137	519 349	546 812
Job opportunity and creation	Job opportunity and creation	257 251	268 940	283 955
Job Opportunity and Creation	Job Opportunity	5 400	5 400	5 400
Job opportunity and job creation	Job opportunity and job creation	28 900	12 285	12 838
Other Programmes	Achievement of inclusive economic growth			
Other Programmes	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	23 452	24 812	26 261
Other Programmes	Improved support to SMMEs in the City to empower more entrepreneurs	2 394	2 541	2 697
Priority 11: COVID 19 Response	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	241 438	252 417	264 133
Priority 4: Sustainable Service Delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	1 179 745	1 243 542	1 311 725
Priority 4: Sustainable Service Delivery	Water conservation and demand management programme	146 169	152 600	159 467
Promote economic development and attract investment toward achieving 5% economic growth that reduces unemployment by 2021 .	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	90 891	96 051	101 682
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	5 322		
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Development and support of SMMEs	23 299	24 717	26 227
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Improved support to SMMEs in the City to empower more entrepreneurs	46 686	55 546	58 553
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Job opportunity and creation	7 342	7 801	8 289
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	12 644	12 391	12 976
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	The achievement of inclusive economic growth that drives job creation	1 065 425	1 173 474	835 267
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	The need to address the high levels of youth unemployment in the City	27 669	29 282	30 960
Safer City	Safer City	2 725 187	2 237 234	2 367 568
Service Delivery Acceleration	Improve Access throughout the City to enable economic growth	84 028	87 676	91 539
Service delivery acceleration	Increasing the levels of public safety and sense of security experienced by residents of our City	206 733	218 968	231 978
Smart City	Improved quality of life	1 200	1 253	1 310
Smart City	Percentage Assessment of Smart City sub-programmes implemented by departments and MEs	4 149	4 784	5 368
Sustainable service delivery	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	800	835	873
Sustainable service delivery	Addressing the historical legacy of housing backlogs and landlessness in our City	124 398	130 963	137 954
Other Programmes	Other Programmes	35 774	37 396	39 127
Create a City that responds to the needs of citizens, customers and businesses	Customer Charter	17 675	18 767	19 928
A safer city by reintroducing ward based policing (Joburg 10+) and effective law enforcement	Focused improvement of ICT equipment and software	163 772	171 635	180 022
A safer city by reintroducing ward based policing (Joburg 10+) and effective law enforcement	Reducing petty crimes and enforcing by-laws	144 258	151 010	158 210
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services	Climate Change	11 716	12 497	13 283
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services	Environmental Sustainability	26 230	27 858	39 475
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services	Waste Management	6 671	7 115	7 590
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	Improve customer and stakeholder satisfaction	53 435	34 308	35 852
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	Provision of Sanitation services	323 042	199 867	208 863
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	Scientific Services	87 598	40 551	42 374
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	Absorption of most municipal-owned entities into the City after consideration of a thorough review and due diligence	8 725	9 237	9 781
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	Focused improvement of ICT equipment and software	16 494	17 457	18 480
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	Instilling best service standards by City employees	85 804	95 179	100 777
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	Interventions to mitigate electricity constraints	17 524	18 577	19 698

KEY PRIORITY	PROGRAMME	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	Timeous visibility of company and group performance to all stakeholders in the organisation to assist with better decision making	1 023 850	1 074 828	1 141 648
Active and engage citizenry	Driving the "service with pride" campaign	391 212	411 649	417 158
Active and engage citizenry	Residents live, work and play close to work, leisure and cultural opportunities	52 387	55 320	71 009
Combat corruption, fraud and maladministration.	Absorption of most municipal-owned entities into the City after consideration of a thorough review and due diligence	5 274	5 586	5 918
Community based planning and enhanced community engagement, including Imbizo.	Driving the "service with pride" campaign	20 527	21 678	22 902
Covid-19 Response	Continuation of Municipal Services	10 108	6 265	6 547
Create a City that responds to the needs of citizens, customers and businesses		8 652	19 867	20 803
Create a City that responds to the needs of citizens, customers and businesses	Driving the "service with pride" campaign	4 279	4 985	4 579
Create a City that responds to the needs of citizens, customers and businesses	Empower Councillors in order enable them to carry out their work effectively	5 432	5 741	6 073
Create a City that responds to the needs of citizens, customers and businesses	Increasing responsiveness to billing problems	141 450	149 635	158 340
Create a City that responds to the needs of citizens, customers and businesses	Instilling best service standards by City employees	1 005 795	1 072 294	1 133 525
Create a culture of enhanced service delivery with pride	Developing pro-active maintenance and service teams	311 377	338 938	356 925
Create a culture of enhanced service delivery with pride	Fast-tracking service delivery, especially to poorer communities	58 178	60 557	63 676
Create a sense of security through improved public safety	Disaster preparedness	38 881	41 196	43 660
Create an honest and transparent City that fights corruption	Increasing forensic investigative capability and controls	3 898	4 054	4 230
Create an honest and transparent City that fights corruption	Policy development and research	10 145	10 733	11 359
Create an honest and transparent City that fights corruption	Probity Audit and Advisory	52 347	55 412	58 671
Create an honest and transparent City that fights corruption	Strengthen the oversight role of Section 79 Committees	2 861	2 995	3 145
Economic Development	Unlocking investments through property transactions and developments	24 210	25 722	27 329
Economic Development	Regeneration of the inner-cities of Joburg, Randburg and Roodepoort through the release of derelict buildings to the private sector.	15 878	16 870	17 924
Economic Development	Stimulate developments in the South through mega projects and Township Economies through property transactions and developments	94 379	100 279	106 547
Encourage innovation and efficiency through the Smart City programme	Enhanced access to ICT infrastructure, including free Wi-Fi	92 574	97 959	103 814
Encourage innovation and efficiency through the Smart City programme	M & E for programmes	2 655	2 771	2 896
Enhance our financial sustainability	Commercial Services	157 171	165 328	174 261
Enhance our financial sustainability	Corporate Geo-Informatics spatial information maintenance	38 780	40 387	42 646
Enhance our financial sustainability	Cutting wasteful expenditure on non-core functions	24 206	25 544	26 933
Enhance our financial sustainability	Focussing on driving up capital expenditure investment in infrastructure	32 442	34 238	36 182
Enhance our financial sustainability	Improved governance and attainment of clean audit	26 196	27 648	29 194
Enhance our financial sustainability	Improving revenue collection	437 182	463 964	492 428
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	13 351	12 031	12 767
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Early Childhood development	11 474	12 130	12 824
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure	17 261	19 831	20 841
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	One Stop Walk in Centres and Single Window Citizens Interface	4 628	4 890	5 167
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Residents live, work and play close to work, leisure and cultural opportunities	46 189	49 099	52 192
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Support programmes for Targeted beneficiaries	10 091	10 662	11 269
Good Governance	Driving the "service with pride" campaign	2 939	4 281	4 713
Good Governance	Instilling best service standards by City employees	2 424	2 974	1 974
Good governance	Ethics and discipline	234 538	251 658	265 918
Improve and strengthen financial position	Improving revenue collection	12 953 814	12 587 712	12 980 047
Integrated human settlements	Land acquisition	9 111	9 640	10 204
Integrated human settlements	Residents live, work and play close to work, leisure and cultural opportunities	226 442	237 049	248 364
Job opportunities and creation	Focused improvement of ICT equipment and software	89 539	69 947	73 095
Other Programmes	Business Continuity Management	23 165	24 433	25 783
Other Programmes	Combined Assurance	54 542	57 602	60 857
Other Programmes	Environmental Health	198 933	211 253	224 358
Other Programmes	Primary Health Care	761 513	808 108	857 732
Preserve our resources for future generations	Integrated Planning, Policy Development and Standard Setting	3 532	3 671	3 821
Preserve our resources for future generations	Risk Finance	162 752	169 913	177 559

KEY PRIORITY	PROGRAMME	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Preserve our resources for future generations	Waste Minimisation	150 724	158 414	164 224
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Inner city regeneration, including key economic nodes	23 175	23 339	26 111
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Insert other on sheet Other Programmes on the Other Areas sheet	11 948	12 571	13 235
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Working to cut red tape and improve the ease of doing business in the City	500	531	564
Safer City	Security Services	799 992	1 498 512	1 591 115
Sustainable service delivery	Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure	8 983	9 545	10 141
Sustainable service delivery	Increasing the delivery of housing	42 656	44 783	47 054
	Good Governance	29 027	30 303	31 667
Day-to Day Programmes		189 448	197 984	207 094
Day-to Day Programmes	daily activities, HR, Financial and daily administration activities	10 638 922	11 358 960	12 139 586
Day-to Day Programmes	Rea Vaya stations (including stations precincts) and depots maintained	541 669	575 495	601 392
Day-to Day Programmes	Administration and Operational costs	10 243	10 699	11 180
Day-to Day Programmes	Administration and support	446 681	476 480	501 263
Day-to Day Programmes	Agency services	273 249	268 487	351 095
Day-to Day Programmes	Anti corruption	40 163	41 292	58 834
Day-to Day Programmes	Area Based Management, CID interactions, Special Projects management, Inner City Transformation, Urban Decay Assessment	31 370	33 274	35 310
Day-to Day Programmes	ARP Operating budget	5 809	6 144	6 506
Day-to Day Programmes	Chlorine - Swimming pools and basic operation of Sport and Recreation Facilities: Cleaning, preparation and set up of facilities for programmes, events and activities, administration, bookings and disseminations	162 749	168 311	193 488
Day-to Day Programmes	City transformation and Urban redesign	5 658	5 978	6 319
Day-to Day Programmes	Completion of aerial photography & implementation	15 519	16 621	17 651
Day-to Day Programmes	Core museums, galleries and arts centres	11 442	12 085	12 783
Day-to Day Programmes	Cutting wasteful expenditure on non-core functions	4 306	4 519	4 723
Day-to Day Programmes	Day to day Programme	98 601	104 078	110 085
Day-to Day Programmes	Day-to Day Programmes	529	2 268	984
Day-to Day Programmes	Day-to-day Strategic Management unit	171 560	149 252	163 835
Day-to Day Programmes	Depreciation on Capex	74 927	98 769	103 707
Day-to Day Programmes	Domestic RCR	814 112	854 213	896 501
Day-to Day Programmes	Driving the "service with pride" campaign	470	491	513
Day-to Day Programmes	Economic Research, Policy and Strategy	10 979	9 441	10 013
Day-to Day Programmes	Enhanced access to ICT infrastructure, including free Wi-Fi	2 200	2 297	2 400
Day-to Day Programmes	Enhancing Financial Sustainability	1 421 462	1 485 267	1 553 696
Day-to Day Programmes	Facilities, Resources and Library System Management and Development.	51 933	56 015	59 328
Day-to Day Programmes	Fast tracking acquisition of buildings in the Inner City for housing	310	324	339
Day-to Day Programmes	Finance and Management Support	90 393	100 433	103 504
Day-to Day Programmes	Financial Management Control	87 940	91 969	97 728
Day-to Day Programmes	Financial Reporting, Management Accounting, Budgeting and Safe keeping of the City's Assets	204 056	216 973	227 488
Day-to Day Programmes	Financially and administratively sustainable and resilient City	5 344	5 678	6 032
Day-to Day Programmes	Good Governance	803 344	844 375	889 174
Day-to Day Programmes	Group Governance	55 463	58 673	62 088
Day-to Day Programmes	Group Human Capital Management	212 699	225 444	238 976
Day-to Day Programmes	Group management Support - Financial sustainability	224 225	232 127	258 372
Day-to Day Programmes	Head Office Overheads - Business Planning and Performance Monitoring	1 144	1 203	1 273
Day-to Day Programmes	Head Office Overheads - Communications and Stakeholder Management	27 719	29 148	30 715
Day-to Day Programmes	Head Office Overheads - Company Secretary	5 272	5 588	5 926
Day-to Day Programmes	Head Office Overheads - Customer Services	18 844	20 021	21 273
Day-to Day Programmes	Head Office Overheads - Depot Admin	189 475	200 508	214 387
Day-to Day Programmes	Head Office Overheads - Facilities	26 594	28 009	29 550
Day-to Day Programmes	Head Office Overheads - Finance	39 667	42 075	44 643
Day-to Day Programmes	Head Office Overheads - Fleet	22 152	23 487	24 914
Day-to Day Programmes	Head Office Overheads - Human Resources	50 618	52 698	55 852
Day-to Day Programmes	Head Office Overheads - Internal Audit	6 790	7 173	7 590
Day-to Day Programmes	Head Office Overheads - IT	24 774	26 056	27 464
Day-to Day Programmes	Head Office Overheads - Legal, Environment Compliance Safety	16 040	16 992	18 014
Day-to Day Programmes	Head Office Overheads - Office of the MD	6 960	7 376	7 824
Day-to Day Programmes	Head Office Overheads - Operations (HO)	8 443	8 969	9 531
Day-to Day Programmes	Head Office Overheads - Risk	4 308	4 571	4 847

KEY PRIORITY	PROGRAMME	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Day-to Day Programmes	Head Office Overheads - Security	37 146	38 984	36 288
Day-to Day Programmes	Head Office Overheads - Waste Minimisation and Capital Execution	11 210	11 915	12 665
Day-to Day Programmes	ICT service Systems Availability and technology that will ensure service delivery is provisioned seamlessly	760 019	795 838	834 813
Day-to Day Programmes	Illegal Dumping	123 698	129 712	136 370
Day-to Day Programmes	Impact Management	10 921	11 848	12 638
Day-to Day Programmes	Increasing forensic investigative capability and controls	790	825	862
Day-to Day Programmes	Increasing forensic investigative capability and controls \ Maintain quality standard of Coporate Governance	2 001	2 089	2 183
Day-to Day Programmes	Information Resources Management for public libraries, depots, programs and extension services.	51 946	43 288	59 335
Day-to Day Programmes	Inner City regeneration including key economic nodes	680	710	742
Day-to Day Programmes	Instilling best service standards by City employees	1 101	1 149	1 201
Day-to Day Programmes	Instilling best service standards by City employees and Finalising the skills audit	53 276	56 665	59 183
Day-to Day Programmes	Institutional Support for ward meetings and Committee meetings	58 235	64 306	68 088
Day-to Day Programmes	Integrated Planning	2 450	2 726	3 109
Day-to Day Programmes	Integrated strategic and transversal management support and planning	66 458	75 131	61 201
Day-to Day Programmes	Intergovernmental Relations	170	273	277
Day-to Day Programmes	International Relations (Membership Fees)	5 595	5 858	6 151
Day-to Day Programmes	International Relations mainstreaming	884	1 500	1 600
Day-to Day Programmes	Interventions to mitigate water shortages	370	386	403
Day-to Day Programmes	JBEGS Book	2 563	2 703	2 854
Day-to Day Programmes	Knowledge Management Programmes	2 100	2 250	2 400
Day-to Day Programmes	Land use development efficient and effective archiving	8 543	9 051	9 608
Day-to Day Programmes	Landfills	172 391	180 728	190 556
Day-to Day Programmes	Litigation Management, Legal Advisory Services and Legal Advocacy	200 537	209 673	219 431
Day-to Day Programmes	Maintenance of Road Infrastructure Management	35 877	34 983	37 081
Day-to Day Programmes	Management of Contracts and repairs and maintenance of Assets	29 275	30 970	32 519
Day-to Day Programmes	Management of housing stock	19 574	20 248	22 070
Day-to Day Programmes	Management of land use development management sub directorates	4 491	4 757	5 043
Day-to Day Programmes	Management Support	153 988	164 250	171 976
Day-to Day Programmes	Management Support function and core mandate, HR, Finance, Marketing , Internal Audit, Company Secretary and Operations	961 839	1 033 675	1 091 800
Day-to Day Programmes	Management Support Programmes	48 977	50 979	53 672
Day-to Day Programmes	Managing an efficient and effective archiving system for both building control and records	3 920	4 141	4 379
Day-to Day Programmes	MMC	5 004	5 318	5 651
Day-to Day Programmes	MMC: Support	5 298	5 622	5 968
Day-to Day Programmes	Other Day to Day Indicators (OPEX)	192 417	202 433	213 118
Day-to Day Programmes	Policy	41 259	43 572	46 444
Day-to Day Programmes	Portfolio Account ME Accounts	1 364 131	1 562 873	1 724 610
Day-to Day Programmes	Portfolio Accounts ME Accounts	197 456	206 736	215 232
Day-to Day Programmes	Promotion, stakeholder liaison, community interaction, collaboration with Schools, NGO's and Stakeholders, Partnerships - to initiate and implement sustainable programmes at Sport and Recreation facilities. Daily programmes provision i.e. after school care, Senior Citizen Clubs, Holiday programmes, Commemorative programmes, galas, Learn to Sim	146 092	153 977	162 319
Day-to Day Programmes	Provision for administration of business support	76 719	86 216	90 931
Day-to Day Programmes	Provision of stakeholder management by acting as interface between the organization and stakeholders. Developing and maintaining an overall stakeholder relations framework for the COJ, Prioritizing and Intensifying management of key stakeholders that are instrumental to the organisations success, Managing Key account contractual obligations, managing the budget of area , providing various management reports	32 533	35 069	37 199
Day-to Day Programmes	Public transport facilities maintenance including cleaning and security	148 934	176 411	165 081
Day-to Day Programmes	Rea Vaya Roadways and ITS infrastructure maintenance	80 999	132 244	174 723
Day-to Day Programmes	Reading Development and Extension Servcies.	66 367	67 882	58 080

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KEY PRIORITY	PROGRAMME	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Day-to Day Programmes	Regional Profiling and Data Management, Regional Profile review and update, Monitoring and Evaluation	12 341	12 976	13 648
Day-to Day Programmes	Regulatory and management support	17 149	18 111	19 153
Day-to Day Programmes	Rental facilities	62 797	77 449	82 135
Day-to Day Programmes	Running of museums, galleries and arts centres	10 717	14 831	3 109
Day-to Day Programmes	Service Delivery Co-ordination, Monitoring and reporting	95 483	101 381	107 666
Day-to Day Programmes	SHELA & FCM	122 252	128 852	135 633
Day-to Day Programmes	Smart and efficient procurement process	65 557	69 524	73 743
Day-to Day Programmes	Sound financial & procurement management control	11 859	11 805	11 254
Day-to Day Programmes	Stakeholder engagement, Regional Walk-about, Awareness Campaigns, Public meetings, CBP Community Convsrsations	33 737	35 838	38 072
Day-to Day Programmes	Strategic support to the Executive Head	12 927	12 011	5 074
Day-to Day Programmes	Sundry income	8 573	9 052	9 613
Day-to Day Programmes	Support Core Departments	99 552	104 717	109 685
Day-to Day Programmes	Support Function	73 346	75 711	78 231
Day-to Day Programmes	Support programmes for Targeted Beneficiaries	12 374	13 106	13 881
Day-to Day Programmes	Support Service to Community development Directorates	253 624	266 046	279 254
Day-to Day Programmes	Training for Officials	2 548	3 132	3 309
Day-to Day Programmes	Transport model and SAR database management and maintenance	5 677	5 927	6 194
Day-to Day Programmes	Transportation of passengers	690 346	727 083	804 842
Day-to Day Programmes	United Nations Environment Programme	14 889	11 151	11 787
TOTAL	TOTAL	60 626 223	63 018 114	66 243 076

Table SA6: Reconciliation of IDP strategic objectives and budget (capital expenditure)

R thousand	Strategic Objective	Goal	2020/21 Medium Term Revenue & Expenditure Framework		
			Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	Active and engage citizenry	Active and engage citizenry	35 000	35 000	45 000
	Economic development	Economic development	967 093	713 435	560 618
	Financial sustainability	Financial sustainability	310 002	279 403	363 084
	Good governance	Good governance	336 245	353 365	463 038
	Green-Blue economy	Green-Blue economy	21 500	18 300	10 000
	Integrated human settlements	Integrated human settlements	1 341 785	1 593 780	1 420 535
	Job opportunity and creation	Job opportunity and creation	828 920	846 467	1 317 359
	Safer city	Safer city	363 900	321 865	406 435
	Smart City	Smart City	837 085	755 674	562 593
	Sustainable service delivery	Sustainable service delivery	2 395 030	2 584 562	2 499 174
	Covid-19 Response	Covid-19 Response	22 000	6 000	8 000
			-	-	-
	Allocations to other priorities		-	-	-
	Total Capital Expenditure		7 458 560	7 507 850	7 655 836

2.3 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

The City is committed to developing a comprehensive system that allows for the management of the performance of the City. This system forms the basis for managing the performance of Core Departments as well as Municipal Entities.

Citywide performance management is therefore the process of strategic planning through which performance objectives for the City of Johannesburg are identified, based on the Growth and Development Strategy and the Integrated Development Plan, and then monitored and measured via the City Scorecard (the SDBIP). Performance management takes place within the context of a broader cooperative governance framework and is informed by national planning (at the level of national Government) and by regional planning (at the level of the Provincial Government).

The corporate governance framework for the city integrates both political as well as administrative accountability for the performance of the city.

The following table provides the main measurable performance objectives the municipality undertakes to achieve this financial year.

Table SA8: Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Borrowing Management									
Credit Rating		Aa1.za	Aa1.za	Aa1.za					
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	7.2%	19.8%	9.9%	6.4%	6.6%	8.0%	6.7%	10.2%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	9.0%	23.8%	10.8%	7.5%	7.9%	9.6%	8.0%	12.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	56.8%	161.1%	96.9%	59.7%	58.2%	67.3%	61.6%	62.0%
Liquidity									
Current Ratio	Current assets/current liabilities	0.7	0.8	1.1	1.0	1.1	1.2	1.2	1.4
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.7	0.8	1.1	1.0	1.1	1.2	1.2	1.4
Liquidity Ratio	Monetary Assets/Current Liabilities	0.2	0.2	0.4	0.4	0.4	0.4	0.5	0.6
Revenue Management									
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		91.0%	92.6%	90.7%	91.8%	90.5%	89.4%	89.3%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		91.0%	92.6%	90.7%	91.9%	90.7%	89.7%	89.5%	89.5%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	20.4%	19.6%	19.6%	17.9%	19.8%	17.4%	20.3%	18.3%
Creditors Management									
Creditors to Cash and Investments		441.1%	608.5%	251.5%	235.8%	219.5%	208.4%	171.1%	134.6%
Employee costs	Employee costs/(Total Revenue - capital revenue)	24.1%	23.9%	24.2%	26.2%	26.4%	26.3%	26.5%	26.7%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	23.7%	24.7%	27.0%	26.8%	27.0%	26.8%	27.0%	27.2%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	7.2%	6.3%	6.5%	8.0%	7.5%	7.4%	7.5%	7.5%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	12.7%	12.7%	10.9%	12.3%	12.5%	12.3%	12.3%	12.6%
IDP regulation financial viability indicators									
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	5.1	11.7	30.4	30.3	30.3	29.0	13.4	14.2
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	26.6%	25.7%	25.8%	23.3%	25.8%	22.8%	27.1%	24.3%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	1.0	0.9	1.6	1.5	1.6	1.5	1.8	2.2

2.3.1 Performance indicators and benchmarks

2.3.1.1 Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long-term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The CoJ's borrowing strategy is premised on the limits and success of interventions identified in the financial development plan. It is estimated that the debt to revenue will be between 38% - 43% over the medium-term.

Capital charges to operating expenditure are a measure of the cost of borrowing in relation to the operating expenditure. This is expected to increase in line with the City's funding increase that can be attributed to bonds repayments. It is estimated that the cost of borrowing and principal paid as a percentage of the operating expenditure will be 8% for 2020/21, 6.7% in 2021/22 and thereafter reaching 10.2%. Borrowing is considered a prudent financial instrument in financing capital infrastructure development, and this indicator will have to be carefully monitored going forward.

2.3.1.2. Liquidity

Current ratio is a measure of the current assets divided by the current liabilities and as a benchmark the City has set a limit of 1.5-2:1.

2.3.1.3. Revenue Management

As part of the financial sustainability strategy, the City continues to integrate revenue enhancement initiatives with the budget planning process. Monthly performance reports are used to track performance against revenue targets, and remedial actions are implemented through appropriate governance structures. The intention is to understand the drivers of revenue performance and how they are impacted by changing economic conditions.

2.3.1.4. Creditors Management

The City continues to put processes in place to ensure that creditors are settled within the legislated 30 days of invoice. While the liquidity ratio is of concern, by applying daily cash flow management the municipality targets a 100 percent compliance rate. This has had a favorable impact on suppliers' perceptions of the risk of doing business with the City, which is expected to benefit the City in the form of more competitive pricing of tenders, as suppliers compete for the City's business.

2.3.2 Indigence and the Extended Social Package

For the 2020/21 financial year the City will continue on a process to revitalise its indigent register and make it a central instrument in contributing to revenue enhancement, poverty reduction and food security. This includes aligning the register to various sector policies, and preserving fairness in application implementation and

monitoring. At this stage it is understood that the Department of Social Development is reviewing the ESP in a manner that focusses it in achieving the priorities.

2.3.3 Providing clean water and managing waste water

The Department of Water Affairs conducts an annual performance rating of water treatment works, presenting a Blue Drop or Green Drop award respectively to potable water treatment works and waste water treatment works that meet certain criteria of excellence.

Recent assessments show that the City's potable water and waste water treatment works meet standards of exceptional quality. In 2015 the City was awarded a Blue Drop status for its potable water distribution system. In 2014 the Green Drop certification was awarded to four of the six wastewater treatment works.

JW has a Water Safety Plan in place and the plan was independently assessed by the International Water Association (IWA) against an international assessment model. There were no high-risk problems identified. There are no problems experienced in the management of drinking water and the water continuously complies with the *Drinking Water Standard: SANS 241*.

2.3.4. Service Standards

Service Standards for Entities

City Power	
Core Service	Service Level Standard
Average hours to restore loss of logged electricity supply to traffic signal	Less than 18 hours
Average time taken to repair logged streetlight queries (Motorways)	Less than 5 days
Average time taken to repair logged streetlight queries (Secondary Roads, Main Arterials and Area lighting)	Less than 8 days
Percentage resolution on logged calls of damaged electricity meters	95%
Average restoration time of power supply for planned interruption	Less than 8 hours
Percentage Restoration of power supply after logged forced interruption	Restoration of power supply after logged forced interruption 30% within 1.5 hours, 60% within 3.5%hours; 90% within 7.5 hours, 98% within 24 hours, 100% within 7 days
Percentage investigation of logged illegal connections per month – Single properties	95%
Percentage investigation of logged illegal connections per month – multiple properties	95%
Percentage resolution of logged Walk-In-Queries per month	95%
Percentage Read all meters as per CoJ download file2 and accurately read meters for billing by CoJ	98% accurate automated meter reading for LPUs
	95% accurate manual meter reading for domestic
	98% accurate automated meter reading for LPUs
75% Sentiment Index	75%
Average time taken to Communicate Planned Outages	7 days
Average time taken to communicate logged unplanned MV and HV outages (including load shedding and operational emergencies)	Within 5 hours
Johannesburg Water	
Core Service	Service Level Standard
Percentage of water supply interruptions concluded within 12 hours of notification.	95%
Percentage of fire hydrants repaired within 48 hours of notification.	95%

Percentage of stolen meters replaced within 24 hours of notification.	95%
Percentage of defective meters repaired within 3 days of notification.	95%
Percentage of defective meters repaired within 3 days of notification.	95%
Percentage of leaking valves repaired within 48 hours of notification.	95%
Percentage of missing manhole covers replaced within 24 hours of notification.	95%
Percentage within 48 hours of notification.	95%
sewer blockages cleared within 24 hours of notification.	95%
Percentage of new water connections completed within 15 days of receiving request from customer.	95%
Percentage of accounts billed on actual readings monthly.	95%
Percentage of planned service interruption communiqués send within 7 days.	95%
Percentage unplanned interruption communiqués send immediately.	95%
PIKITUP	
Core Service	Service Level Standard
Collection of domestic waste	Daily, 7 days a week
Collection of general business waste	Daily, 6 days a week
Collection of putrescible waste (wet waste, dailies)	Daily, 6 days a week
Collection of refuse bags on the curb side	Within 48 hours
Cleaning of illegal dumping	Within 10 days of report
Delivery of new skip bins ordered by customer	Within 7 days of request
Delivery of new or replacement 240l bins ordered by customer	Within 7 days of request

Refuse removal and cleaning of informal settlements	Weekly
Removal of animal carcasses	Within 48 hours of request
Other complaints resolution	Within 7 hours of complaint
JOSCHO	
Core Service	Service Level Standard
Billing of customers	98% accurate bills of all active customers.
Attending to requests for maintenance	96 % of maintenance requests attended within 7 working days of the logged call.
Routine building maintenance	Once per year and as when required.
Application of rental housing	Outcome of enquiry to be sent to application within 5 days.
Application of rental housing	Outcome of the application communicated within 7 days.
Resolution of complaints	Acknowledgement and response within 24 hours of complaint being logged.
Resolution of complaints	Resolution within 5 working days of logged call.
Johannesburg Roads Agency	
Core Service	Service Level Standard
% of damaged / missing road barriers or guardrails repaired from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of blocked stormwater kerb inlets (KI's) repaired from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of missing JRA manhole covers made safe and replaced after a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of reported damaged / missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of reported potholes repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days

% of reported faulty traffic signals repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of reported damaged traffic signal poles repaired / replaced from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
Transport	
Core Service	Service Level Standard
Rea Vaya Station waiting time peak (trunk route) on a working day	95% adherence to daily bus schedule
Rea Vaya Station waiting time peak (trunk route) on a working day	10 minutes maximum
Rea Vaya Station waiting time off peak (trunk route) on a working day	30 minutes maximum
Rea Vaya Feeder bus peak waiting time on a working day	15 minutes maximum
Rea Vaya Feeder bus off peak waiting time on a working day	30 minutes maximum
Safety of commuters	100% compliance to safety and security of commuters
	Enforcing of bus seating-standing in line with applicable regulations
Comments on permit applications / concurrencies	30 days turnaround time
Access Restriction Applications (SAR)	90 days turnaround time from receipt of application
METROBUS	
Core Service	Service Level Standard
% of scheduled public bus trip arriving on time	90% arrival times
Bus timetable	90%-95% % adherence to daily bus schedule (<5 min headway)
Safety of commuters	100% compliance to health and safety legislation: 1) Zero security incidents on buses 2) Zero fatalities

	Enforcing of bus seating-standing in line with applicable regulations
Response time for walk in queries	All walk in queries acknowledged within 1 hour
Joburg Market	
Core Service	Service Level Standard
Opening a new buyer account	20 minutes
Electronic Sales Processing System disruptions	Mirror/back-up 12w system to go live: within 55 minutes
Time to resolve cashiering queries when clients are depositing money	Resolution of depositing queries within 30 minutes
Repairs of infrastructure facilities	Commencement with repairs process on reported infrastructure breakdown within 24 hours
Repairs of ripening facilities	90% availability
Cold room facilities	Average temperature variance not greater than 2°C of agreed customer requirements
Stakeholder complaints	Response within 12 hours
Stakeholder complaints	Resolution within 48 hours
Housing	
Core Service	Service Level Standard
Response to Group Legal and Contracts on new eviction matters, where City is joined to provide TEA.	Written response to Group Legal and Contracts within 7 days of receiving a request.
Title deed registration	Within 21 days from lodgement date
Issuing of title deeds	<6 months
Johannesburg City Parks & Zoo	
Core Service	Service Level Standard
Maintenance of Flagship Parks	12 maintenance cycles per quarter
Maintenance of Developed Parks	3 maintenance cycles per quarter
Maintenance of Undeveloped Parks	1 maintenance cycle per quarter

Maintenance of Main Arterials	3 maintenance cycles per quarter
Maintenance of Landscaped Islands and Town Entrances	6 maintenance cycles per quarter
Maintenance of Flagship/Active cemeteries	6 maintenance cycles per quarter
Maintenance of passive cemeteries	1 maintenance cycle per quarter
Response to calls logged for removal of fallen trees	80% of calls attended to within 30 days
Response to calls logged for damaged park infrastructure ¹	80% of calls attended to within 30 days
Compliance to the PAAZA (Pan-African Association of Zoos and Aquaria) standards	100% compliance
Health	
Core Service	Service Level Standard
Waiting times at clinics	Under 2.5 hours
Reported notifiable medical conditions	100% investigated and reported within 3 days
Request for services attended to by environmental health services	100% of requests attended to within 48 hours
Response to complaints and requests for personal health services	100% response to complaints and requests within 48 hours
Public Safety	
Core Service	Service Level Standard
Vehicle registration process complete in under 50 min from point of service.	301 332
Driver’s license renewal process completes in under 50 min from point of service.	162 000
Bulk Vehicle registration process complete in within 24hrs from point of service.	300 000
Emergency call dispatched in 3 minutes	35%
Emergency call dispatched in 3 minutes	35%

Emergency responded to in 15 minutes (be at the scene within this time)	75%
Emergency call dispatched in 3 minutes	38%
Emergency responded to in 15 minutes (be at the scene within this time)	75%
By-Law enforcements	Response to infringement: within 24 hours
Accident reports	Available within 48 hours of accident log
Traffic control	90% response to all logged calls for traffic control within 30 minutes
Development Planning	
Core Service	Service Level Standard
Building inspections	100% Within 48 hours of request
Planning Law Enforcement Inspection	90% First Inspection and issuing of notice- 15 days after registration of complaint 90% Re-inspection- 31 working days from the date of the first inspection
GIS public information counter	95% within 20 minutes (Dependency: COJ server availability)
Online mapping website	95% available (Dependency: Hosting infrastructure availability)
Consent use (land use applications)	90% within 2.5 months (excluding post decision legal administration)
Site Development Plan (SDP)	90% within 28 days
Municipal Planning Tribunal (MPT)	90% of decisions made within 30 days from last meeting of MPT
Post-decision legal admin: Subdivisions/Division of land	90% within 2.0 months
Post-decision legal admin: Rezoning	90% within 3.0 months
Post-decision legal Admin: Consent	90% within 1.5 months
Post-decision legal Admin: Township (Excludes processes out of the City's hands e.g. lodging documents with SG, opening a township register etc.)	90% Section 82 Application - 1 month
Community Development	

Core Service	Service Level Standard
Accessibility to people with disabilities	80% of facilities to be PWD friendly for physical access
Public Pool Lifeguard	Minimum 1 Lifeguard per 50 bathers in accordance with applicable norms and standards
Cleanliness of all facilities	100% of all facilities cleaned daily
	80% of all sports and recreation facilities Daily cleaning schedule
Access to Library Information Services	100% of all libraries to be open according to individual operating hours (excluding planned closures with a two-week notice period and emergency closures on a as and when basis)
Johannesburg City Theatres	
Core Service	Service Level Standard
Theatres accessible to people with disabilities	100% accessibility
Production start times	100% of all shows commence within 15 minutes as per schedule
Safety of patrons	100% compliance to health and safety legislation
Group Forensic Investigations	
Core Service	Service Level Standard
% of complainants/clients provided with feedback within 5 working days on all reported cases	100%
Group Finance	
Core Service	Service Level Standard
1. Percentage of clearance Figures processed within 30 days of application being received	100%
2. Percentage of clearance Certificates issued within 24 hours of payment being received.	100%
3. Billing queries logged.	90% of billing queries resolved within 30 days. 95% of billing queries resolved within 60 days. 100% of billing queries resolved within 90 days.
4. Valid invoices paid.	100% of valid invoices paid within 30 days of receiving the relevant invoice.
5. Turnaround time for issuing refunds.	100% of refunds issued within 30 days.

6. Turnaround time for resolving customer complaints.	90% of customer complaints responded to within 30 days. 95% responded to within 60 working days. 100% responded to within 90 days.
7. Response to customer queries logged via the Joburg Connect	Response within 48 hours
8. Call Centre Average Waiting Time per minute.	90% within 60 seconds
9. Customer Service Centre maximum average queuing time per hour.	30 Minutes 95% of the cases.
Johannesburg Property Company	
Core Service	Service Level Standard
Response in acknowledgement of requests, enquiries and complaints	Within 1 day of logged call
Provision of answers and/or results related to the receipt of the requests and enquiries regarding properties	Within 3 days of logged call
The performance of emergency work for JPC managed facilities	Within 1 day of logged call
Performance of minor works on facilities managed by JPC	Within 2 days of logged call
Performance of major works on facilities managed by JPC	Within 5 days of logged call
Complete the sale or lease and registration of servitudes of Council owned land	Within 6 months after Council Approval in terms of Section 14(2) of the Municipal Finance Management Act
Tender placed after Council approval and CoJ Executive Adjudication Committee	Within 4 months of CoJ Executive Adjudication Committee approval (to sign off property agreement with 3 rd party)
Internal allocation of land and buildings to City Departments and Entities (PTOB: permission to occupy and build and lease office space from third parties)	Within 60 days of application and budget confirmation
Performance of surveys on the condition of all plant and equipment in order to allow the assessment of the required repairs and maintenance of facilities managed by JPC.	Quarterly (from date of instruction received)
Response to general enquiries at client services counter	Within 24 hours of logged call
Response to enquiries regarding transactions in pipeline	Within 24 hours of logged call
Response to applicants/interest to lease or acquire (formal applications) land and/or buildings	Within 30 days of application

BUDGET RELATED-POLICIES

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The City's budgeting process is guided by relevant legislation and budget related policies.

The following are the key policies that affect or are affected by the annual budget:

2.4.1. Budget Management Policy

The City has developed a Budget Management Policy that provides a framework within which Directors, Managing Directors, Chief Executive Officers, Chief Financial Officers, Finance Directors and Managers can compile, control and review budgets of their respective Departments and Municipal Entities to ensure effective financial management. The policy guides the budget process and ensures sound expenditure management.

This policy incorporates, amongst others, provisions for the shifting of funds within and between votes, adjustment budgets, unforeseen and unavoidable expenditure, budget management and oversight.

The Policy is available on the City's website.

2.4.2. Tariff Policy

The Municipal Systems Act, Act 32 of 2000, requires a municipality to have a tariff determination policy.

The City's Tariff Policy provides a broad framework within which Council can determine fair, transparent and affordable service charges that also promote sustainability of service provision. This Policy is based on principles that address the social, economic and financial imperatives that the process of tariff- setting should take account of. Departments and entities translate these principles into specific contents that relates to their businesses.

The City revised its Tariff Policy in 2008 and the Policy is on the City's website.

2.4.3. Treasury Control Policy

The City has a Treasury Control Policy in place, which details a strategy and process of debt, cash management and financial risk management that complies with all the relevant legislation, regulations and guidelines.

The policy seeks to ensure the continued financial strength of the organisation by avoiding the occurrence of unnecessary/ uncontrolled events which could weaken the overall profitability and balance sheet structure.

2.4.4. Cash Management and Investment Policy

Section 13 (2) of the MFMA requires that a municipality have a policy dealing with cash management and investment.

The City's Cash Management and Investment policy is developed within the framework of the MFMA, and is contained within its Treasury Policy.

2.4.5. Policy on Borrowing

Chapter six (6) of the MFMA provides a framework for a policy on borrowing. The City's Policy on Borrowing is contained within its Treasury Policy, and it ascribes to the principles outlined in the Act.

2.4.6. Funding and Reserves Policy

The City's Treasury Policy contains a policy on funding and reserves. The Funding Policy is aimed at ensuring that the City procures sufficient and cost-effective funding in order to achieve its capital expenditure objectives in an optimum manner. The Policy shall be adhered to in the procurement of funding for the City having due regard to the assets and liability maturity profile of the City.

2.4.7 Credit Control and Debt Collection Policy

The City's Credit Control and Debt Collection Policy provides the procedures and mechanisms for credit control and for the collection of debts. The primary objective of this policy is to ensure that all monies due and payable to the City in respect of rates, fees for services, surcharges on such fees, charges, tariffs, interest which has accrued on any amounts due and payable in respect of the foregoing and any collection charges are collected efficiently and promptly.

The Policy is available on the City's website.

2.4.8 Supply Chain Management Policy

Municipalities are required in terms of section 111 of the MFMA to have a Supply Chain Management Policy.

The City approved its Supply Chain Management Policy in 2006. This Policy is currently under review to further strengthen, among other, to improve transparency, in terms of the Municipal Supply Chain Management Regulations, as well as National Treasury guidelines circulated from time to time.

2.4.9 The Rates Policy

The City revises its Rates Policy annually as per legislative requirements. A consultation process plan and outcomes of such process will be used as an input into the 2019/20 budget process.

Rates Policy and General Valuation Roll in terms of the Municipal Property Rates Act (MPRA) was implemented by the City on the 1st July 2008, 1 July 2013, and the City implemented its third new general valuation in July 2018.

2.4.10 The Expanded Social Package Policy

The City developed an expanded Social Package Policy in 2009 that indicate how municipal service subsidies are administered in the City. The targeting mechanism has been amended from a household- based means testing to an individually tied poverty index. The poverty index takes into account an individual's factors as well as the characteristics of the area he/ she reside in. This is in line with the logic that poverty is not a function of income only.

The Extended Social Package Policy will be reviewed to align it with the priorities of the current administration and the revitalization of the indigent register while increasing its focus to improve effectiveness.

2.4.11 Policies on Infrastructure Investment and Capital Projects

The Capital Investment Framework (CIF) is the framework through which the City identifies and prioritizes capital projects for implementation in the forthcoming financial year and the relevant medium-term budget. Over the past years, aspects of the framework have been used to develop various modules of the City's infrastructure planning tool, (JSIP).

Capital investment is dealt with within the budgeting process and is driven by the following:

- The Growth and Development Strategy;
- The Mayoral Priorities;
- Key IDP Interventions;
- The Spatial Development Framework;
- The Growth Management Strategy; and
- Capital Investment Framework

2.5 OVERVIEW OF BUDGET ASSUMPTIONS

Key factors that have been taken into consideration in the compilation of the 2020/21 MTB include:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on City's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity and water; and
- The increase in the cost of remuneration.

2.5.1. External factors

The global economic growth has been on a downward trajectory amid trade tensions notably between the United States and China. This resulted in a slowdown in global trade, which recorded growing a mere 1 per cent growth in 2019. The world economy is expected to grow by an average of 3.4% over the medium term, lower than the 3.8% average growth between 2010 and 2018. It is envisaged that improved growth in developing countries will support recovery over the long term. However, the aggregate growth forecast for South Africa's main trading partners has been revised downwards over the medium term (NT, 2020: Budget Review).

The economic growth outlook for South Africa is also subdued. The National Treasury highlights the financial status of state- owned entities; unreliable power supply; policy inertia and slow implementation of reforms as risk factors in the unfavourable economic growth outlook. Real GDP slowed from 0.8 per cent in 2018 to a projected 0.3 per cent in 2019. Accordingly, real GDP growth forecast has been revised downwards to 1.3 per cent over the medium term. (NT, 2020: Budget Review).

For municipalities, growth in economic activity positively impacts on the revenue base, the ability of municipalities to generate and collect revenue to fund the much-needed development programmes intended to improve the lives of residents.

2.5.2. General inflation outlook and its impact on the municipal activities

Inflation, as measured by the CPI, has remained within the target range of the South African Reserve Bank since the beginning of 2018. Inflation averaged 4.7 and 4.1 per cent in 2018 and 2019 respectively. (Statistics South Africa, CPI Publications).

In its Monetary Policy Statement of January 2020, the South African Reserve Bank (SARB) lowered its medium term inflation outlook. The Bank's forecasts of inflation average 4.1% in 2019 (down from 4.2%), 4.7% for 2020 (down from 5.1%) and 4.6% for 2021 (down from 4.7%).

Inflation increases the cost of living of households and thereby increases the vulnerability of low and middle income groups and negatively affects their ability to pay for municipal services. This negatively impacts the

revenue generation and revenue collection rates of municipalities and consequently their ability to fund the planned programmes.

The City is projecting CPI at 4.2% for 2020/21, 4.4% for 2021/22 and 4.5% for 2022/23 financial years.

2.5.3. Interest rates for borrowing and investment of funds

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The City engages in a number of financing arrangements to minimise its interest rate costs and risk. There are a set of risk management and liability matching activities undertaken by the City' treasury, and political guidance is required if there is a need for review. The FDP further incorporates the ratios prescribed by the National Treasury through Circular 71 and requirements specific to covenant, and therefore, serves as a regulatory instrument in managing the City's overall capital structure at group level.

Borrowing will be R3 billion in the 2020/21 budget year and R2.8 billion in the outer year. For the 2020/21 MTB interest on loans is projected to be 11.03%, 11.38% and 11.69% for the respective years.

2.5.4. Collection rate for revenue services

The rate of revenue collection is currently expressed as a percentage of annual billings. For the medium-term, collection rates for the various services are assumed as follows:

The overall budgeted collection rate is 89.3% for 2020/21, 89.4% for 2021/22 and 89.5% for the outer years.

2.5.5. Salary increases

The SALGBC's multi-year collective agreement of 15 August 2018 stipulates that for the 2020/21 financial year the increase in salaries shall be based on the projected average CPI percentage for 2019 plus one comma five percent (1.5%). The forecasts of the South African Reserve Bank, in terms of the January 2020 Monetary Committee Statement shall be used to determine the projected CPI. The same procedure is followed to determine the salary increases for 2021/22 and 2022/23 financial years, with an additional 1.25% to the projected CPI.

Accordingly, the City is budgeting for a salary increase of 6.25% for 2020/21 and 6.25% for both 2021/22 and 2022/23 financial years.

2.5.6. Bulk purchases

Electricity bulk purchases from Eskom and Kelvin Power station are assumed to increase by 6.85 per cent and the cost of bulk purchases from Rand Water is expected to increase by 6.6 per cent for the 2020/21 financial year.

Finance charges are increasing by 8.1 per cent and other expenditure categories have been limited below CPI with the aim of implementing operational efficiencies.

Credit rating

The credit rating review by Moody's Investor Service of 11 November 2019 downgraded the City's long-term issuer rating to Baa3 negative. This negative outlook on the City's credit profile is attributed to the negative outlook of the country- which is its supporter- given the operational and financial links between the two.

Moody's review further alludes to the City's high infrastructure backlog and rapid population growth, which strain its capital infrastructure plans, as contributing factors to the negative credit outlook.

A negative credit rating is detrimental to the City's efforts to attract investments to fund its high capital spending plan. However, the City's improving operating performance, improving liquidity, sophisticated financial management and the large and diversified economic base are highlighted as credit strengths.

2.5.7. Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 100 per cent is achieved on operating expenditure and 100 percent on the capital programme for the 2020/21 MTB of which performance has been factored into the cash flow budget.

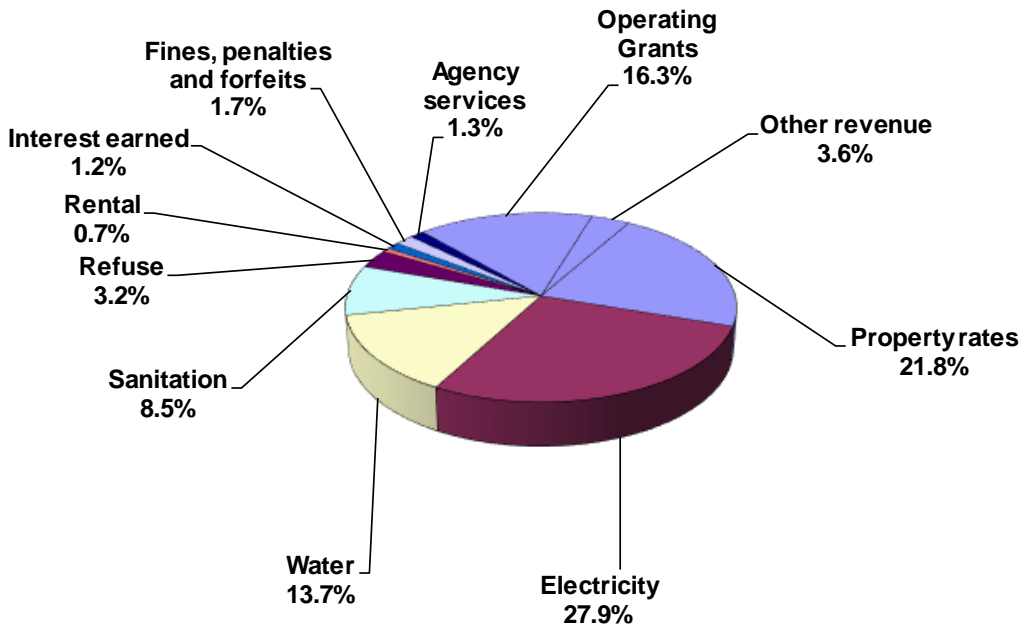
2.6 OVERVIEW OF BUDGET FUNDING

2.6.1. Medium-term outlook: Operating revenue

The following is a breakdown of the operating revenue over the medium-term.

Revenue	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	%	Estimate 2021/22 R million	Estimate 2022/23 R million
Property rates	12 293	13 215	7.5%	13 796	14 417
Electricity	16 172	16 971	4.9%	16 751	17 719
Water	7 889	8 342	5.8%	9 088	9 893
Sanitation	4 692	5 192	10.6%	5 624	6 093
Refuse	1 830	1 919	4.8%	2 009	2 109
Rental	362	418	15.5%	450	473
Interest earned	690	729	5.7%	765	806
Fines, penalties and forfeits	1 005	1 059	5.4%	1 114	1 164
Agency services	730	808	10.6%	838	872
Operating Grants	9 042	9 924	9.8%	10 921	11 410
Other revenue	1 929	2 174	12.7%	2 674	2 801
Total revenue	56 634	60 751	7.3%	64 029	67 758

The following graph is a breakdown of the operational revenue per main category for the 2020/21 financial year.



The revenue strategy is a function of key components such as:

- Growth in the city and economic development;
- Revenue management and enhancement;
- Achievement of an 89.3 percent annual collection rate for consumer revenue;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Moving towards cost- reflective tariffs, i.e. determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA); and
- The ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The City derives most of its operational revenue from the provision of goods and services such as water, electricity, sanitation and solid waste removal, property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc.).

The proposed tariff increases for the 2020/21 MTB on the different revenue categories are:

Proposed tariff increases over the medium-term

Revenue category	2020/21 tariff increase %	2020/21 Total Budgeted revenue Rm
Property rates	4.00%	13 215
Refuse	5.20%	1 919
Water and sanitation	6.60%	13 534
Electricity	6.23%	16 971
Total		45 639

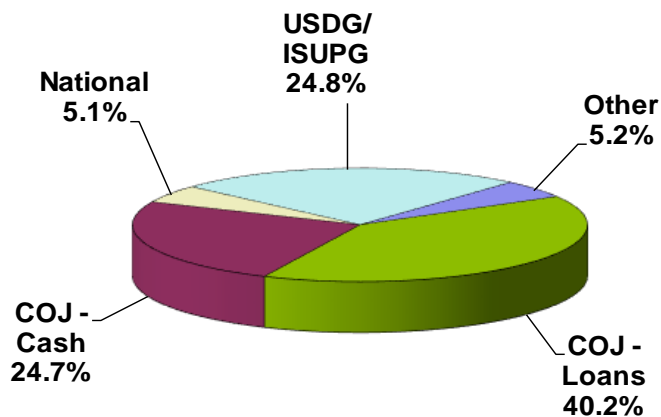
2.6.2. Medium-term outlook: Capital expenditure

The following is a breakdown of the funding composition of the 2019/20 medium-term capital programme.

Funding source	Adj Bud 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Loan funding	2 988 369	3 000 000	3 000 000	2 799 900
CRR and surplus cash	1 708 093	1 844 634	1 870 002	1 718 054
Grants and contributions	3 550 998	2 613 926	2 637 848	3 137 882
Total	8 247 460	7 458 560	7 507 850	7 655 836

The capital budget of the City projects a spending plan of approximately R22.6 billion over the next three-year period. The capital budget for the 2020/21 financial year amounts to approximately R7.5 billion. Approximately R4.8 billion of the capital budget will be funded by the City and R2.6 billion from grants and public contributions.

Funding Sources for 2020/21



- R3 billion of capital will be funded from loans.
- R1.8 billion of capital will be funded through cash surpluses.
- R381.3 million will be funded from grants received from National (PTIS - R244.2 million, NDPG - R62.4 million and Integrated City Development Grant - R74.8 million).
- R1.9 billion will be funded through the Urban Settlement Development Grant (USDG).
- R384.3 million will be funded from other sources (public and bulk service contributions).

Table SA15: Investment particulars by type

Investment type	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Parent municipality								
Deposits - Bank	3 095 910	2 239 861	5 339 214	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Guaranteed Endowment Policies (sinking)	2 976 932	2 230 186	2 677 284	2 800 961	1 278 440	2 221 512	1 158 953	1 084 165
Consolidated total:	6 072 842	4 470 047	8 016 498	6 793 559	5 271 038	6 694 110	6 211 551	7 316 763

Table SA16: Investment particulars by maturity

Investments by Maturity	Period of Investment	Type of Investment	Interest Rate ^a	Expiry date of investment	Opening balance	Interest to be realised	Closing Balance
Name of institution & investment ID	Yrs/Months						
Parent municipality							
RMB		Fixed	7.20%	04 July 2019	-	-	450 000
ABSA		Fixed	0.0735	12 July 2019	-	-	500 000
NEDBANK		Fixed	0.0765	26 July 2019	-	-	500 000
INVESTEC		Fixed	8.10%-8.20%	24 Jul 19 - 26 Feb 20	96 022	-	171 200
RMB			0.067	CALL	1 100	-	290 370
ABSA			0.068	CALL	866 010	-	218 982
NEDBANK			0.067	CALL	131 596	-	402 023
INVESTEC			0.067	CALL	1 718	-	387 139
SBSA			0.067	CALL	104 027	-	599 045
DEUTCHE BANK			0.0655	CALL	1 000	-	1 000
CITIBANK			0.0635	CALL	1 499	-	1 582
TOTAL INVESTMENTS AND INTEREST					1 202 972	-	3 521 341

Table SA17: Borrowing

Borrowing - Categorized by type	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Parent municipality								
Annuity and Bullet Loans	3 750 000	2 750 000	2 750 000					
Long-Term Loans (non-annuity)	8 604 896	11 140 329	13 083 343					
Financial Leases	205 327	162 835	183 374					
Marketable Bonds	7 756 753	6 016 000	6 016 000	22 479 406	22 248 792	24 214 470	24 002 489	24 564 719
Total Borrowing	20 316 976	20 069 164	22 032 717	22 479 406	22 248 792	24 214 470	24 002 489	24 564 719

Table SA18: Transfers and grant receipts

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
RECEIPTS:								
Operating Transfers and Grants								
National Government:	6 102 644	6 663 742	7 458 755	8 545 300	8 435 548	9 711 698	10 701 428	11 177 002
Local Government Equitable Share	3 182 318	3 666 637	4 229 919	4 689 158	4 689 158	5 183 056	5 744 050	6 316 631
National : Fuel Levy	2 695 595	2 710 941	2 942 282	3 273 169	3 273 169	3 683 458	4 080 855	4 422 921
National : Expanded Public Works Programme	67 613	19 786	34 089	23 955	23 955	19 819	–	–
National : Infrastructure Skills Development Grant	–	–	–	7 200	6 200	7 000	7 500	7 500
National : Local Government Financial Management Grant	1 050	1 050	–	1 000	1 000	1 000	1 000	1 000
National : Public Transport Network Operations Grant	256 068	211 990	252 465	550 818	432 066	807 365	857 023	416 950
National : Energy Efficiency and Demand-side	–	–	–	–	10 000	10 000	11 000	12 000
Other Grants	–	53 338	–	–	–	–	–	–
Provincial Government:	733 187	640 272	512 309	486 990	597 217	197 084	208 133	221 286
Provincial : Disaster and Emergency Services	117 321	123 187	130 373	55 156	124 102	–	–	–
Provincial : Health	136 185	143 367	151 726	161 327	161 327	171 584	181 633	193 786
Provincial : Housing	345 513	248 785	116 728	245 507	286 788	–	–	–
Provincial : Libraries, Archives and Museums	26 030	17 761	17 600	25 000	25 000	25 500	26 500	27 500
Provincial : Transport	4 738	–	–	–	–	–	–	–
Provincial Grants	103 400	107 172	95 882	–	–	–	–	–
Total Operating Transfers and Grants	6 835 831	7 304 014	7 971 064	9 037 510	9 041 639	9 923 671	10 920 712	11 409 997
Capital Transfers and Grants								
National Government:	2 628 842	2 370 396	2 634 716	2 745 480	2 691 202	2 229 600	2 195 395	2 705 514
Public Transport Network Grant: Capex	808 808	685 585	660 256	636 700	319 729	244 153	201 939	687 892
Urban Settlement Development Grant	1 009 837	1 577 196	1 847 914	1 968 023	2 230 716	1 478 287	1 859 474	1 889 397
Integrated National Electrification Program	40 000	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant	60 730	42 563	35 510	65 000	–	62 406	60 000	50 000
Integrated City Development Grant	64 746	65 052	91 036	75 757	140 757	74 754	73 982	78 225
Informal Settlement Upgrading Grant	–	–	–	–	–	370 000	–	–
Department of Energy Electrical infrastructure projects for priority mixed housing developments	546 066	–	–	–	–	–	–	–
The Shared Industrial Production Facility (SIPF) in Alexandria	5 000	–	–	–	–	–	–	–
Joshco: Social Housing Regulatory Authority	93 655	–	–	–	–	–	–	–
Provincial Government:	–	107 866	137 800	–	–	–	–	–
Other capital transfers/grants [insert description]	–	107 866	137 800	–	–	–	–	–
Total Capital Transfers and Grants	2 628 842	2 478 262	2 772 516	2 745 480	2 691 202	2 229 600	2 195 395	2 705 514
TOTAL RECEIPTS OF TRANSFERS & GRANTS	9 464 673	9 782 276	10 743 580	11 782 990	11 732 841	12 153 271	13 116 107	14 115 511

Table SA21: Transfers and grants made by the municipality

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
SPCA	6 565	6 977	7 343	7 969	7 747	8 138	8 496	8 878
Housing Top Structures	339 149	247 645	118 238	245 507	286 788	–	–	–
Grants and Subsidies: Other	21 390	11 184	–	12 693	1 000	1 901	8 341	8 726
Bike sharing	2 000	499	4 400	35 857	1 000	2 000	12 885	13 465
Subsidies: Other	3 617	4 964	5 000	5 000	5 000	5 210	5 439	5 740
Marks Park	1 444	1 525	1 607	1 694	1 694	1 765	1 843	2 244
Ekhaya Cardiac Gym	–	–	60	–	63	–	–	–
NGO's (Various)	4 010	7 051	8 161	9 656	5 665	5 903	6 163	6 440
Subsidies : Other	–	–	–	–	–	–	–	–
Mayoral Charity Golf - Soweto Country Club	–	–	–	–	780	–	–	–
Wits Book Prize (Best Phd Student)	2	2	2	2	2	2	2	2
Joburg Ballet	8 000	8 873	9 587	10 645	9 483	10 922	11 769	11 917
Bidding Fund & Bid Support	–	–	4 466	4 444	900	79	82	86
Taxi Allowances	–	–	–	–	10 845	–	–	–
Orchestra	–	–	10 000	–	11 162	10 590	10 690	11 553
The South African Planning Institute	–	10 466	10 000	10 000	–	–	–	–
Taxi Compensation	–	–	–	–	–	10 342	–	63 656
Other	114 570	(9 851)	1 405	104 081	–	–	–	–
TOTAL TRANSFERS AND GRANTS	500 747	289 336	180 269	447 548	342 129	56 852	65 710	132 707

Table A7: Consolidated Budgeted Cash Flows

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
CASH FLOW FROM OPERATING ACTIVITIES								
Receipts								
Property rates	7 440 040	8 479 833	10 968 874	11 493 534	11 493 534	11 948 573	12 487 405	13 059 582
Service charges	21 785 771	22 467 296	24 631 385	28 483 317	27 411 309	28 991 114	29 839 314	31 912 020
Other revenue	1 110 475	1 665 688	1 868 838	3 395 353	3 361 411	3 594 599	4 269 152	4 371 894
Transfers and Subsidies - Operational	6 947 913	7 005 722	8 118 588	9 037 510	9 041 639	9 923 671	10 920 712	11 409 997
Transfers and Subsidies - Capital	2 620 785	2 478 262	2 772 516	2 745 480	3 108 510	2 229 600	2 195 395	2 705 514
Interest	624 146	715 421	839 864	646 285	651 102	686 772	719 746	758 311
Payments								
Suppliers and employees	(34 549 366)	(35 392 093)	(38 139 673)	(44 740 237)	(44 097 009)	(47 918 146)	(49 328 768)	(51 681 674)
Finance charges	(2 404 884)	(2 525 423)	(2 434 266)	(2 807 395)	(2 807 622)	(3 034 846)	(3 218 422)	(3 529 653)
Transfers and Grants	-	-	-	(447 548)	(342 129)	(56 852)	(65 710)	(132 707)
NET CASH FROM/(USED) OPERATING ACTIVITIES	3 574 880	4 894 706	8 626 126	7 806 300	7 820 746	6 364 485	7 818 823	8 873 285
CASH FLOWS FROM INVESTING ACTIVITIES								
Receipts								
Proceeds on disposal of PPE	-	-	-	498 703	-	417 326	477 169	468 646
Decrease (increase) in non-current receivables	-	-	-	(70 727)	(118 524)	(124 687)	(118 558)	(132 053)
Decrease (increase) in non-current investments	418 092	961 948	(9 350)	(1 027 774)	(743 668)	(93 072)	(1 205 441)	884 788
Payments								
Capital assets	(7 100 961)	(6 354 940)	(7 520 167)	(7 754 430)	(8 247 460)	(7 458 560)	(7 507 850)	(7 655 836)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(6 682 869)	(5 392 992)	(7 529 517)	(8 354 228)	(9 109 651)	(7 258 993)	(8 354 680)	(6 434 455)
CASH FLOWS FROM FINANCING ACTIVITIES								
Receipts								
Borrowing long term/refinancing	2 626 001	5 998 386	4 349 726	2 988 369	2 988 369	3 000 000	3 000 000	2 799 900
Increase (decrease) in consumer deposits	-	-	-	531	170	171	173	175
Payments								
Repayment of borrowing	(791 867)	(6 356 150)	(2 346 981)	(807 986)	(948 039)	(1 838 485)	(1 034 322)	(3 211 981)
NET CASH FROM/(USED) FINANCING ACTIVITIES	1 834 134	(357 764)	2 002 745	2 180 913	2 040 500	1 161 687	1 965 851	(411 906)
NET INCREASE/ (DECREASE) IN CASH HELD	(1 273 855)	(856 050)	3 099 354	1 632 985	751 594	267 178	1 429 993	2 026 923
Cash/cash equivalents at the year begin:	4 369 765	3 095 910	2 239 860	4 291 362	5 339 214	6 090 808	6 357 986	7 787 980
Cash/cash equivalents at the year end:	3 095 910	2 239 860	5 339 214	5 924 346	6 090 808	6 357 986	7 787 980	9 814 903

Cash Flow Management

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. The table below is consistent with international standards of good financial management practice and improves understandability for councilors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from ‘Ratepayers and other’ to be provide for as cash inflow based on actual performance. In other words, the *actual collection rate* of billed revenue; and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long-term borrowing (debt).

2.6.3. Funding compliance measurement

National Treasury requires that a municipality assesses its financial sustainability against fourteen different measures that look at various aspects of the financial health of the municipality. These measures are contained in the following table. The information comes directly from the annual budgeted statements of financial performance, financial position and cash flows. The funding compliance measurement table essentially measures the degree to which the proposed budget complies with the funding requirements of the MFMA. Each of the measures is discussed below.

Table SA10: Funding compliance measurement

Description	MFMA section	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Funding measures									
Cash/cash equivalents at the year end - R'000	18(1)b	3 095 910	2 239 860	5 339 214	5 924 346	6 090 808	6 357 986	7 787 980	9 814 903
Cash + investments at the yr end less applications - R'000	18(1)b	(3 455 057)	(3 883 493)	581 051	397 171	1 903 498	2 300 762	3 774 267	6 097 730
Cash year end/monthly employee/supplier payments	18(1)b	1.0	0.9	1.6	1.5	1.6	1.5	1.8	2.2
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	1 263 251	2 682 415	6 872 477	3 933 707	3 622 044	2 738 254	3 648 686	4 652 491
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	N.A.	(2.0%)	11.5%	4.8%	(7.4%)	0.4%	(2.4%)	0.3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	85.9%	88.6%	86.0%	90.2%	89.4%	88.2%	88.4%	88.2%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	12.3%	10.4%	11.7%	9.5%	11.7%	11.7%	11.9%	11.9%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	56.8%	161.1%	96.9%	59.7%	58.2%	61.9%	61.6%	62.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	N.A.	0.5%	17.6%	0.4%	9.0%	100.1%	100.1%	100.1%
Current consumer debtors % change - incr/(decr)	18(1)a	N.A.	22.7%	(11.5%)	26.2%	(16.6%)	5.2%	4.7%	5.0%
R&M % of Property Plant & Equipment	20(1)(vi)	4.7%	4.1%	4.7%	6.1%	5.5%	5.6%	5.7%	5.9%
Asset renewal % of capital budget	20(1)(vi)	45.7%	45.4%	45.1%	49.5%	47.5%	51.3%	48.6%	46.2%

2.6.3.1. Cash/cash equivalent position

The City’s forecasted cash position was discussed as part of the budgeted cash flow statement. A ‘positive’ cash position, for each year of the MTB would generally be a minimum requirement, subject to the planned application of these funds such as cash-backing of reserves and working capital requirements.

If the municipality’s forecasted cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet MFMA requirements or be sustainable and could indicate a risk of non-compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year. Cash and cash equivalents are forecasted at R6.4 billion at the end of 2020/21 and increasing to R9.8 billion in 2022/23.

2.6.3.2. Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table A8. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

2.6.3.3. Surplus/deficit excluding depreciation offsets

The main purpose of this measure is to understand if the revenue levels are enough to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An 'adjusted' surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that rates and service charges are insufficient to ensure that the community is making an enough contribution toward the economic benefits they are consuming over the medium term. For the 2020/21 MTB the outcome is a surplus of R124.3 million, R1 billion and R1.5 billion before capital transfers and taxation.

2.6.3.4. Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTB to determine the relevance and credibility of the budget assumptions contained in the budget. The outcome is at 89.3, 89.4 and 89.5 percent for each of the respective financial years. This measure and performance objective will have to be meticulously managed.

2.6.3.5. Borrowing as a percentage of capital expenditure (excluding transfers, grants and contributions)

The purpose of this measurement is to determine the proportion of a municipality's 'own-funded' capital expenditure budget that is being funded from borrowed funds to confirm MFMA compliance. Externally funded expenditure (by transfers/grants and contributions) has been excluded. The liquidity of the City has improved and therefore the City has increased the spending from own funds.

2.6.3.6. Transfers/grants revenue as a percentage of Government transfers/grants available

The purpose of this measurement is mainly to ensure that all available transfers from national and provincial government have been budgeted for. A percentage less than 100 percent could indicate that not all grants as contained in the Division of Revenue Act (DORA) have been budgeted for. The City has budgeted for all transfers.

2.6.3.7. Consumer debtors change (Current and Non-current)

The purpose of these measures is to ascertain whether budgeted reductions in outstanding debtors are realistic. There are two measures shown for this factor: the change in current debtors and the change in long term receivables, both from the Budgeted Financial Position.

2.6.3.8. Repairs and maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because a trend that indicates insufficient funds are being committed to asset repair could also indicate that the revenue budget is not being protected.

2.6.3.9. Asset renewal/rehabilitation expenditure level

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget (since MFMA Circular 28 which was issued in December 2005) is to categorize each capital project as a new asset or a renewal/rehabilitation project. The objective is to

summarise and understand the proportion of budgets being provided for new assets and asset sustainability. Further details in this regard are contained in Table SA34b.

2.7 EXPENDITURE ON GRANTS

Table SA19: Expenditure on transfers and grant programme

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
EXPENDITURE:								
Operating expenditure of Transfers and Grants								
National Government:	6 102 644	6 663 742	7 458 755	8 545 300	8 435 548	9 711 698	10 701 428	11 177 002
Local Government Equitable Share	3 182 318	3 666 637	4 229 919	4 689 158	4 689 158	5 183 056	5 744 050	6 316 631
National : Fuel Levy	2 595 595	2 710 941	2 942 282	3 273 169	3 273 169	3 683 458	4 080 855	4 422 921
National : Expanded Public Works Programme	67 613	19 786	34 089	23 955	23 955	19 819	–	–
National : Infrastructure Skills Development Grant	–	–	–	7 200	6 200	7 000	7 500	7 500
National : Local Government Financial Management Grant	1 050	1 050	–	1 000	1 000	1 000	1 000	1 000
National : Public Transport Network Operations Grant	256 068	211 990	252 465	550 818	432 066	807 365	857 023	416 950
National : Energy Efficiency and Demand-side	–	–	–	–	10 000	10 000	11 000	12 000
Other Grants	–	53 338	–	–	–	–	–	–
Provincial Government:	733 187	640 272	512 309	486 990	597 217	197 084	208 133	221 286
Provincial : Disaster and Emergency Services	117 321	123 187	130 373	55 156	124 102	–	–	–
Provincial : Health	136 185	143 367	151 726	161 327	161 327	171 584	181 633	193 786
Provincial : Housing	345 513	248 785	116 728	245 507	286 788	–	–	–
Provincial : Libraries, Archives and Museums	26 030	17 761	17 600	25 000	25 000	25 500	26 500	27 500
Provincial: Transport	4 738	–	–	–	–	–	–	–
Provincial Grants	103 400	107 172	95 882	–	–	–	–	–
Other grant providers:	–	–	–	5 220	8 874	14 889	11 151	11 709
United Nations Environment Programme	–	–	–	5 220	8 874	14 889	11 151	11 709
Total operating expenditure of Transfers and Grants:	6 835 831	7 304 014	7 971 064	9 037 510	9 041 639	9 923 671	10 920 712	11 409 997
Capital expenditure of Transfers and Grants								
National Government:	2 628 842	2 370 396	2 634 716	2 745 480	2 691 202	2 229 600	2 195 395	2 705 514
Public Transport Network Grant: Capex	808 808	685 585	660 256	636 700	319 729	244 153	201 939	687 892
Urban Settlement Development Grant	–	–	–	–	–	–	–	–
Electricity Demand Side Management Grant	–	–	–	–	–	–	–	–
Integrated National Electrification Program	40 000	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant	60 730	42 563	35 510	65 000	–	62 406	60 000	50 000
Integrated City Development Grant	64 746	65 052	91 036	75 757	140 757	74 754	73 982	78 225
Informal Settlement Upgrading Grant	–	–	–	–	–	370 000	–	–
Department of Energy Electrical infrastructure projects for priority mixed housing de	546 066	–	–	–	–	–	–	–
The Shared Industrial Production Facility (SIPF) in Alexandra	5 000	–	–	–	–	–	–	–
Joshco: Social Housing Regulatory Authority	93 655	–	–	–	–	–	–	–
Other capital transfers/grants [insert desc]	–	–	–	–	–	–	–	–
Provincial Government:	–	107 866	137 800	–	–	–	–	–
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	9 464 673	9 782 276	10 743 580	11 782 990	11 732 841	12 153 271	13 116 107	14 115 511

2.8 MONTHLY TARGETS FOR REVENUE, EXPENDITURE AND CASH FLOW

Table SA25: Consolidated budgeted monthly revenue and expenditure

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source															
Property rates	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	1 101 253	13 215 032	13 796 493	14 417 336
Service charges - electricity revenue	1 529 789	1 452 429	1 576 680	1 227 068	1 427 900	1 406 000	1 340 742	1 371 716	1 429 519	1 263 043	1 364 736	1 581 342	16 970 962	16 751 340	17 718 679
Service charges - water revenue	695 191	695 191	695 191	695 191	695 191	695 191	695 191	695 191	695 191	695 191	695 191	695 202	8 342 301	9 087 562	9 892 768
Service charges - sanitation revenue	432 643	432 643	432 643	432 643	432 643	432 643	432 643	432 643	432 643	432 643	432 643	432 643	5 191 714	5 623 953	6 093 365
Service charges - refuse revenue	160 525	160 525	160 525	160 765	160 525	155 617	155 737	160 525	160 525	160 765	160 525	162 038	1 918 601	2 008 776	2 109 214
Rental of facilities and equipment	34 884	34 721	34 731	34 741	34 751	34 761	34 756	34 736	34 736	34 736	34 736	36 095	418 383	449 691	472 732
Interest earned - external investments	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 291	327 554	342 597	359 340
Interest earned - outstanding debtors	33 453	33 453	33 453	33 453	33 453	33 453	33 453	33 453	33 453	33 453	33 453	33 453	401 433	422 212	446 709
Fines, penalties and forfeits	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	1 058 764	1 113 813	1 163 942
Licences and permits	99	99	99	99	2 897	99	99	99	2 399	99	99	2 192	8 379	8 231	8 287
Agency services	61 743	65 063	66 643	64 143	64 243	73 833	66 143	64 543	69 638	65 743	63 083	83 032	807 851	838 053	872 187
Transfers and subsidies	809 555	811 522	870 522	809 522	809 522	809 522	884 522	819 522	850 106	809 522	809 522	830 317	9 923 671	10 920 712	11 409 997
Other revenue	177 966	178 128	178 106	177 569	177 137	177 163	177 128	177 146	177 120	177 120	173 098	185 228	2 132 906	2 630 803	2 756 850
Gains	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	33 000	34 716	36 278
Total Revenue (excluding capital transfers and contri	5 155 376	5 083 303	5 268 122	4 854 722	5 057 791	5 037 811	5 039 943	5 009 103	5 104 858	4 891 844	4 986 614	5 261 064	60 750 551	64 028 952	67 757 684
Expenditure By Type															
Employee related costs	1 298 612	1 295 417	1 295 114	1 296 817	1 913 954	1 331 780	1 300 706	1 296 097	1 294 739	1 297 043	1 300 105	1 062 101	15 982 485	16 989 327	18 091 672
Remuneration of councillors	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	176 716	198 268	210 019
Debt impairment	412 183	409 862	413 589	403 101	409 126	408 469	406 511	407 440	409 174	404 180	407 231	868 392	5 359 258	5 632 505	5 981 474
Depreciation & asset impairment	370 076	370 076	369 988	369 988	373 988	374 053	374 076	374 076	374 076	374 409	374 409	350 413	4 449 628	4 686 356	5 025 383
Finance charges	241 834	241 834	241 834	241 834	241 834	241 834	241 834	241 834	241 836	241 834	241 834	374 671	3 034 846	3 218 422	3 529 653
Bulk purchases	2 286 798	2 101 346	1 585 483	1 447 489	1 435 539	1 377 336	1 353 365	1 401 230	1 385 519	1 340 398	1 423 447	2 195 664	19 333 614	19 221 649	20 080 077
Other materials	168 225 230.80	168 967	169 617	172 486	173 340	170 998	172 938	171 210	172 752	175 187	173 425	181 312	2 070 457	2 227 073	2 353 356
Contracted services	329 658	333 246	335 444	346 785	339 918	338 439	340 150	337 654	336 304	335 358	339 897	306 105	4 018 958	4 241 438	3 944 943
Transfers and subsidies	3 589	3 687	12 725	3 387	3 387	3 387	4 798	4 187	4 287	4 487	4 090	4 845	56 852	65 710	132 707
Other expenditure	456 743	477 660	495 552	487 404	496 735	495 934	495 025	493 337	497 720	524 438	504 916	717 945	6 143 409	6 537 367	6 893 791
Total Expenditure	5 582 444	5 416 821	4 934 073	4 784 018	5 402 547	4 756 956	4 704 128	4 741 791	4 731 133	4 712 061	4 784 079	6 076 174	60 626 223	63 018 114	66 243 076
Surplus/(Deficit)	(427 067)	(333 518)	334 049	70 705	(344 757)	280 855	335 815	267 312	373 725	179 783	202 535	(815 109)	124 328	1 010 838	1 514 609
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	53 774	121 414	201 333	149 814	159 660	264 320	166 665	206 527	220 181	225 411	215 947	244 554	2 229 600	2 195 395	2 705 514
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	17 892	17 892	17 892	17 892	42 892	47 892	42 483	47 492	42 918	42 892	17 892	28 301	384 326	442 453	432 368
Surplus/(Deficit) after capital transfers & contributions	(355 402)	(194 213)	553 273	238 410	(142 205)	593 067	544 963	521 330	636 824	448 086	436 375	(542 254)	2 738 254	3 648 686	4 652 491
Taxation	1 392	1 392	2 392	2 392	3 170	3 170	3 170	2 170	2 170	2 170	37 473	2 348	63 409	67 195	69 454
Surplus/(Deficit)	(356 794)	(195 605)	550 881	236 018	(145 375)	589 897	541 793	519 160	634 654	445 916	398 902	(544 602)	2 674 845	3 581 491	4 583 037

Table SA26: Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote															
Vote 1 - Economic Development	33	—	—	—	—	—	—	—	—	—	—	19 786	19 819	—	—
Vote 2 - Environment, Infrastructure and Services	5 775	5 775	5 775	5 775	8 573	5 775	10 775	10 775	8 075	5 775	5 775	7 877	86 500	88 980	89 980
Vote 3 - Transport	83 281	98 290	101 681	106 081	110 281	96 379	107 081	111 660	117 281	112 841	111 660	87 009	1 243 524	1 577 779	1 647 006
Vote 4 - Community Development	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	5 560	55 717	58 152	60 734
Vote 5 - Health	1 769	1 769	62 769	1 769	1 769	1 769	71 769	1 769	42 353	1 769	1 769	17 720	208 763	217 864	195 073
Vote 6 - Social Development	45	60	53	55	68	110	75	63	52	42	36	36	689	719	751
Vote 7 - Group Forensic Investigation Services	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 8 - Office of the Ombudsman	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 9 - City Manager	—	15	—	50	16	—	—	—	30	15	25	15	166	174	183
Vote 10 - Speaker: Legislative Arm of Council	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 11 - Group Information and Communication Technology	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 12 - Group Finance	1 914 005	1 914 005	1 914 005	1 914 005	1 914 005	1 914 005	1 914 005	1 914 005	1 914 005	1 914 005	1 914 005	1 914 006	22 968 065	24 550 316	26 129 644
Vote 13 - Group Corporate and Shared Services	500	2 500	500	500	500	500	500	500	500	500	500	500	13 000	13 764	14 040
Vote 14 - Housing	7 441	50 072	126 600	33 526	34 172	162 734	74 377	99 660	107 693	110 208	83 548	108 724	998 749	1 081 963	1 062 228
Vote 15 - Development Planning	10 939	10 939	10 939	30 939	30 939	30 939	10 939	10 939	10 939	5 939	30 939	19 117	214 442	223 100	221 048
Vote 16 - Public Safety	128 610	128 610	128 610	128 021	127 610	127 610	127 610	127 610	127 610	127 610	127 610	124 252	1 531 375	1 605 034	1 677 262
Vote 17 - Municipal Entities Accounts	63 862	63 862	63 862	63 862	63 862	63 862	63 862	63 862	63 862	63 862	63 862	63 862	63 862	766 343	742 066
Vote 18 - City Power	1 568 467	1 501 107	1 625 358	1 275 746	1 506 578	1 479 678	1 409 011	1 454 994	1 508 223	1 336 721	1 406 791	1 630 429	17 703 102	17 072 170	18 653 596
Vote 19 - Johannesburg Water	1 153 093	1 153 093	1 153 093	1 170 248	1 170 248	1 170 248	1 170 248	1 170 248	1 170 248	1 187 404	1 187 404	1 220 209	14 075 784	15 070 389	16 521 099
Vote 20 - Pikitup	178 533	178 533	178 533	178 772	178 533	173 625	173 625	178 533	178 533	178 772	178 533	181 376	2 136 018	2 236 405	2 348 227
Vote 21 - Johannesburg Roads Agency	19 250	19 254	19 254	19 254	19 254	19 254	19 254	19 254	19 254	19 254	19 254	19 206	230 997	241 160	252 013
Vote 22 - Metrobus	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	98 170	102 458	107 069
Vote 23 - Johannesburg City Parks and Zoo	3 773	3 783	3 793	3 803	3 813	3 823	3 818	3 798	3 798	3 798	3 798	8 792	50 590	74 380	77 727
Vote 24 - Johannesburg Development Agency	1 000	4 452	6 032	3 532	3 532	13 222	5 322	3 922	5 132	2 472	22 388	8 927	50 353	84 333	91 055
Vote 25 - Johannesburg Property Company	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	84 172	88 424	92 403
Vote 26 - Metropolitan Trading Company	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 311	5 169	53 974	56 403	56 403
Vote 27 - Joburg Market	42 552	42 375	42 375	42 375	42 375	42 375	42 375	42 375	42 375	42 375	42 375	44 325	510 624	535 587	554 689
Vote 28 - Johannesburg Social Housing Company	15 538	15 538	15 538	15 538	15 538	15 538	15 538	15 538	15 538	15 538	15 538	15 549	186 464	196 057	204 792
Vote 29 - Joburg City Theatres	4 517	4 517	4 517	4 517	4 517	4 517	4 517	4 517	4 517	4 517	5 17	3 695	49 382	51 552	54 835
Total Revenue by Vote	5 227 042	5 222 608	5 487 346	5 022 428	5 260 342	5 350 023	5 249 091	5 263 121	5 367 957	5 160 147	5 220 453	5 533 919	63 364 477	66 666 800	70 895 566
Expenditure by Vote to be appropriated															
Vote 1 - Economic Development	9 077	9 077	9 077	9 077	11 190	9 077	12 561	9 077	9 077	9 077	9 077	9 077	64 694	170 139	186 377
Vote 2 - Environment, Infrastructure and Services	9 835	11 814	11 814	11 814	15 904	11 814	11 814	11 814	11 814	11 814	11 814	11 814	143 881	150 336	167 022
Vote 3 - Transport	143 152	145 580	147 247	147 377	161 130	149 468	149 998	150 380	150 760	161 260	157 260	139 562	1 803 179	2 027 441	1 728 521
Vote 4 - Community Development	107 554	107 554	107 554	107 554	107 554	107 554	107 554	107 554	107 554	107 554	107 554	89 769	1 304 280	1 361 374	1 434 520
Vote 5 - Health	97 615	97 615	105 753	97 615	143 429	97 615	97 615	97 615	97 615	97 615	97 615	97 619	85 226	1 212 947	1 286 278
Vote 6 - Social Development	16 959	17 877	22 669	23 029	28 520	28 520	22 619	22 979	23 679	23 329	22 753	217 678	461 922	485 727	511 083
Vote 7 - Group Forensic Investigation Services	8 527	8 527	8 527	8 527	14 442	8 527	8 527	8 527	8 527	8 547	8 527	2 767	102 499	108 132	114 315
Vote 8 - Office of the Ombudsman	4 229	4 179	2 174	1 400	1 715	2 708	2 542	2 542	2 542	2 542	2 542	1 356	29 718	31 404	33 198
Vote 9 - City Manager	121 192	118 537	124 957	120 957	131 920	121 707	123 506	124 977	121 458	120 460	126 469	162 039	1 518 183	1 596 516	1 679 949
Vote 10 - Speaker: Legislative Arm of Council	33 441	36 229	34 198	34 581	35 657	37 077	41 574	32 074	32 874	47 474	31 574	71 755	468 508	496 298	525 502
Vote 11 - Group Information and Communication Technology	63 247	63 247	63 247	63 247	67 247	67 247	67 247	67 247	67 507	67 507	67 507	35 519	760 019	795 838	834 813
Vote 12 - Group Finance	460 864	461 424	461 424	461 424	500 866	461 424	461 424	461 424	461 424	461 424	461 424	950 446	6 064 988	6 389 461	6 855 382
Vote 13 - Group Corporate and Shared Services	27 740	30 840	33 340	32 840	33 840	34 840	33 590	35 690	41 040	43 040	43 040	60 578	450 423	475 486	502 154
Vote 14 - Housing	80 395	80 395	80 395	80 395	92 959	80 395	80 395	80 395	80 395	80 395	80 395	80 395	937 418	1 023 777	1 073 898
Vote 15 - Development Planning	31 819	31 817	32 079	31 817	53 650	32 079	31 817	31 817	32 079	31 817	31 817	24 810	397 418	440 439	465 898
Vote 16 - Public Safety	458 909	458 909	458 909	458 909	755 531	458 909	458 909	458 909	458 909	458 909	457 909	470 048	5 815 666	6 171 169	6 528 663
Vote 17 - Municipal Entities Accounts	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	1 670 188	1 883 185	2 058 529
Vote 18 - City Power	2 089 393	1 901 621	1 389 485	1 241 003	1 235 078	1 176 217	1 150 289	1 199 083	1 185 106	1 134 991	1 221 090	2 028 575	16 951 932	16 563 104	17 184 682
Vote 19 - Johannesburg Water	1 017 381	1 017 381	1 017 381	1 017 381	1 065 369	1 053 665	1 017 381	1 017 381	1 017 381	1 017 381	1 017 381	920 413	12 195 870	12 994 571	13 856 235
Vote 20 - Pikitup	238 957	243 477	246 937	258 883	244 911	244 376	249 953	249 953	247 912	250 206	252 136	104 829	2 831 480	2 982 531	3 144 389
Vote 21 - Johannesburg Roads Agency	115 308	115 355	115 355	115 355	160 020	115 355	115 355	115 355	115 355	115 355	115 355	114 844	1 428 365	1 505 783	1 594 811
Vote 22 - Metrobus	57 529	57 529	57 529	57 529	57 529	57 529	57 529	57 529	57 529	57 529	57 529	57 529	690 346	727 083	804 842
Vote 23 - Johannesburg City Parks and Zoo	88 105	90 157	90 382	98 531	99 754	100 417	97 707	97 129	97 663	100 423	100 232	63 848	1 123 989	1 185 177	1 250 213
Vote 24 - Johannesburg Development Agency	8 045	9 328	9 328	9 328	9 328	8 795	8 795	9 173	8 673	8 729	8 673	8 729	107 492	113 854	120 573
Vote 25 - Johannesburg Property Company	68 770	68 923	68 923	68 923	98 596	68 923	68 923	68 923	68 923	68 923	68 923	67 231	854 908	899 391	950 186
Vote 26 - Metropolitan Trading Company	27 287	27 287	27 287	27 287	27 287	27 287	27 287	27 287	27 287	27 287	27 287	27 287	362 749	379 834	398 422
Vote 27 - Joburg Market	29 241	29 214	30 214	30 214	41 421	30 992	30 992	29 992	29 992	29 992	30 472	37 725	372 725	384 585	473 041
Vote 28 - Johannesburg Social Housing Company	16 355	16 355	16 355	16 355	17 045	16 355	16 355	16 355	16 355	16 355	16 355	32 876	213 472	224 270	234 266
Vote 29 - Joburg City Theatres	13 728	18 782	24 742	15 875	23 823	20 064	14 564	14 649	14 705	14 668	14 831	14 614	205 044	215 889	227 434
Total Expenditure by Vote	5 583 836	5 418 213	4 936 465	4 786 410	5 405 717	4 760 126	4 707 298	4 743 961	4 733 303	4 714 231	4 821 552	6 078 522	60 689 632	63 085 309	66 312 530
Surplus/(Deficit) before assoc.	(356 794)	(195 605)	550 881	236 018	(145 375)	589 897	541 793	519 160	634 654	445 916	398 902	(544 602)	2 674 845	3 581 491	4 583 037
Taxation	1 392	1 392	2 392	2 392	3 170	3 170	3 170	3 170	2 170	2 170	37 473	2 348	63 409	67 195	69 544
Surplus/(Deficit)	(356 														

Table SA27: Consolidated budgeted monthly revenue and expenditure (standard classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional															
<i>Governance and administration</i>	1 946 823	1 948 838	1 946 823	1 946 873	1 946 839	1 946 823	1 946 823	1 951 853	1 946 838	1 946 848	1 946 838	1 946 824	23 369 046	25 013 442	26 613 268
Executive and council	–	15	–	50	16	–	–	30	15	25	15	–	166	174	183
Finance and administration	1 946 823	1 948 823	1 946 823	1 946 823	1 946 823	1 946 823	1 946 823	1 951 823	1 946 823	1 946 823	1 946 823	1 946 824	23 368 880	25 013 268	26 613 085
Internal audit	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<i>Community and public safety</i>	169 144	211 800	349 331	194 680	194 938	323 552	305 155	260 406	309 012	270 933	240 261	287 219	3 116 429	3 314 721	3 363 402
Community and social services	9 122	9 137	9 130	9 132	9 145	9 187	9 152	9 140	9 129	9 119	5 107	9 291	105 788	110 423	116 320
Sport and recreation	6 665	6 675	6 685	6 695	6 705	6 715	6 710	6 690	6 690	6 690	6 690	11 684	85 290	103 380	107 727
Public safety	128 610	128 610	128 610	128 021	127 610	127 610	127 610	127 610	127 610	127 610	127 610	124 252	1 531 375	1 605 034	1 677 262
Housing	22 978	65 609	142 137	49 063	49 709	178 271	89 914	115 197	123 230	125 745	99 085	124 272	1 185 213	1 278 020	1 267 020
Health	1 769	1 769	62 769	1 769	1 769	1 769	1 769	1 769	42 353	1 769	1 769	17 720	208 763	217 864	195 073
<i>Economic and environmental services</i>	210 982	229 237	234 208	256 108	263 206	256 096	244 108	247 087	255 103	239 468	260 627	267 864	2 964 098	3 259 673	3 395 974
Planning and development	58 832	62 073	63 653	81 153	81 253	90 843	63 153	61 553	66 648	57 753	80 093	109 926	876 937	896 994	923 195
Road transport	146 376	161 389	164 780	169 180	173 380	159 478	170 180	174 759	180 380	175 940	174 759	150 060	2 000 661	2 273 699	2 382 799
Environmental protection	5 775	5 775	5 775	5 775	8 573	5 775	10 775	10 775	8 075	5 775	5 775	7 877	86 500	88 980	89 980
<i>Trading services</i>	2 900 092	2 832 732	2 956 984	2 624 766	2 855 359	2 823 551	2 753 004	2 803 775	2 857 004	2 702 897	2 772 727	3 032 013	33 914 903	35 078 964	37 522 922
Energy sources	1 568 467	1 501 107	1 625 358	1 275 746	1 506 578	1 479 678	1 409 011	1 454 994	1 508 223	1 336 721	1 406 791	1 630 429	17 703 102	17 772 170	18 653 596
Water management	691 856	691 856	691 856	702 149	702 149	702 149	702 149	702 149	702 149	712 442	712 442	732 125	8 445 470	9 042 233	9 912 660
Waste water management	461 237	461 237	461 237	468 099	468 099	468 099	468 099	468 099	468 099	474 961	474 961	488 083	5 630 314	6 028 156	6 608 440
Waste management	178 533	178 533	178 533	178 772	178 533	173 625	173 745	178 533	178 533	178 533	178 533	181 376	2 136 018	2 236 405	2 348 227
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	5 227 042	5 222 608	5 487 346	5 022 428	5 260 342	5 350 023	5 249 091	5 263 121	5 367 957	5 160 147	5 220 453	5 533 919	63 364 477	66 666 800	70 895 566
Expenditure - Functional															
<i>Governance and administration</i>	1 575 198	1 579 095	1 583 980	1 579 088	1 671 558	1 588 649	1 594 689	1 588 594	1 591 470	1 607 107	1 597 196	(6 520 188)	11 036 434	11 616 583	12 347 901
Executive and council	158 862	158 946	161 330	156 938	169 378	160 499	167 789	159 594	156 860	170 477	160 586	235 150	2 016 409	2 124 218	2 238 649
Finance and administration	1 407 809	1 411 623	1 414 123	1 413 623	1 487 738	1 419 623	1 418 373	1 420 473	1 426 083	1 428 083	1 428 083	(6 758 105)	8 917 526	9 384 233	9 994 937
Internal audit	8 527	8 527	8 527	8 527	14 442	8 527	8 527	8 527	8 527	8 547	8 527	2 767	102 499	108 132	114 315
<i>Community and public safety</i>	1 184 098	1 192 122	1 211 237	1 202 741	1 603 827	1 207 306	1 201 195	1 200 062	1 201 352	1 203 726	1 202 126	(1 990 691)	11 619 100	12 272 450	12 955 196
Community and social services	150 288	156 260	167 011	158 505	203 367	159 494	156 783	157 228	157 984	157 598	157 185	201 590	1 983 293	2 075 603	2 185 969
Sport and recreation	183 388	185 440	185 665	193 814	195 037	195 700	192 990	192 412	192 946	195 706	195 515	(889 346)	1 219 272	1 284 939	1 353 268
Public safety	458 909	458 909	458 909	458 909	755 531	459 909	459 909	458 909	458 909	458 909	457 909	470 048	5 815 666	6 171 169	6 528 663
Housing	293 898	293 898	293 898	293 898	306 462	294 588	293 898	293 898	293 898	293 898	293 898	(1 858 209)	1 387 922	1 454 461	1 523 058
Health	97 615	97 615	105 753	97 615	143 429	97 615	97 615	97 615	97 615	97 615	97 615	85 226	1 212 947	1 286 278	1 364 238
<i>Economic and environmental services</i>	1 009 508	1 015 215	1 018 144	1 018 012	1 115 673	1 020 610	1 024 490	1 020 638	1 020 780	1 031 518	1 062 321	(5 302 399)	6 054 507	6 655 749	6 823 789
Planning and development	204 066	205 320	206 582	206 320	241 473	206 827	210 177	205 943	205 705	205 943	240 746	(829 978)	1 509 119	1 742 947	1 915 041
Road transport	795 607	798 081	799 748	799 878	858 296	801 969	802 499	802 881	803 261	813 761	809 761	(4 484 235)	4 401 507	4 762 466	4 741 722
Environmental protection	9 835	11 814	11 814	11 814	15 904	11 814	11 814	11 814	11 814	11 814	11 814	150 381	143 881	150 336	167 022
<i>Trading services</i>	3 346 038	3 162 786	2 654 111	2 517 575	2 545 666	2 474 566	2 417 930	2 465 673	2 450 707	2 402 886	2 490 915	3 050 737	31 979 590	32 540 527	34 185 644
Energy sources	2 089 393	1 901 621	1 389 485	1 241 003	1 235 078	1 176 217	1 150 289	1 199 083	1 185 106	1 134 991	1 221 090	2 028 575	16 951 932	16 563 104	17 184 682
Water management	610 428	610 428	610 428	610 428	639 221	632 199	610 428	610 428	610 428	610 428	610 428	552 248	7 317 522	7 796 742	8 313 741
Waste water management	406 952	406 952	406 952	406 952	426 147	421 466	406 952	406 952	406 952	406 952	406 952	368 165	4 878 348	5 197 828	5 542 494
Waste management	239 265	243 785	247 245	259 191	245 219	244 684	250 261	249 210	248 220	250 514	252 444	101 749	2 831 788	2 982 853	3 144 727
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure - Functional	7 114 841	6 949 218	6 467 471	6 317 416	6 936 723	6 291 131	6 238 304	6 274 967	6 264 309	6 245 236	6 352 558	(10 762 541)	60 689 632	63 085 309	66 312 530
Surplus/(Deficit)	(1 887 800)	(1 726 610)	(980 124)	(1 294 987)	(1 676 381)	(941 109)	(989 213)	(1 011 845)	(896 352)	(1 085 089)	(1 132 104)	16 296 460	2 674 845	3 581 491	4 583 037

Table SA28: Consolidated budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Multi-year expenditure to be appropriated															
Vote 1 - Economic Development	85	108	234	470	819	1 124	1 124	819	470	234	108	85	5 680	5 680	–
Vote 2 - Environment, Infrastructure and Services	2 885	3 648	7 910	15 924	27 743	38 040	38 040	27 743	15 924	7 910	3 648	2 885	192 300	200 000	10 000
Vote 3 - Transport	10 247	12 960	28 102	56 569	98 559	135 138	135 138	98 559	56 569	28 102	12 960	10 247	683 153	685 939	1 170 892
Vote 4 - Community Development	1 156	1 462	3 169	6 380	11 116	15 241	15 241	11 116	6 380	3 169	1 462	1 156	77 047	145 000	142 635
Vote 5 - Health	1 698	2 148	4 657	9 374	16 331	22 393	22 393	16 331	9 374	4 657	2 148	1 698	113 200	57 530	75 200
Vote 6 - Social Development	234	296	642	1 292	2 251	3 086	3 086	2 251	1 292	642	296	234	15 600	79 745	50 000
Vote 7 - Group Forensic Investigation Services	14	17	37	75	130	178	178	130	75	37	17	14	900	100	–
Vote 8 - Office of the Ombudsman	30	38	82	166	289	396	396	289	166	82	38	30	2 000	2 000	–
Vote 9 - City Manager	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - Speaker: Legislative Arm of Council	30	38	82	166	289	396	396	289	166	82	38	30	2 000	5 000	–
Vote 11 - Group Information and Communication Techn	5 858	7 408	16 064	32 336	56 338	77 247	77 247	56 338	32 336	16 064	7 408	5 858	390 500	350 600	340 600
Vote 12 - Group Finance	345	436	946	1 905	3 318	4 550	4 550	3 318	1 905	946	436	345	23 000	38 000	10 500
Vote 13 - Group Corporate and Shared Services	3 797	4 803	10 413	20 962	36 521	50 076	50 076	36 521	20 962	10 413	4 803	3 797	253 145	298 358	301 534
Vote 14 - Housing	15 870	20 072	43 522	87 608	152 638	209 288	209 288	152 638	87 608	43 522	20 072	15 870	1 064 997	1 070 000	1 000 000
Vote 15 - Development Planning	3 003	3 798	8 236	16 578	28 884	39 604	39 604	28 884	16 578	8 236	3 798	3 003	200 206	201 610	184 084
Vote 16 - Public Safety	2 178	2 755	5 973	12 023	20 948	28 723	28 723	20 948	12 023	5 973	2 755	2 178	162 200	121 365	104 000
Vote 17 - Municipal Entities Accounts	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 18 - City Power	11 078	14 011	30 380	61 154	106 548	146 092	146 092	106 548	61 154	30 380	14 011	11 078	738 526	880 098	949 000
Vote 19 - Johannesburg Water	16 373	20 709	44 903	90 388	157 481	215 929	215 929	157 481	90 388	44 903	20 709	16 373	1 091 567	993 375	1 030 850
Vote 20 - Pikitup	2 127	2 691	5 834	11 744	20 461	28 055	28 055	20 461	11 744	5 834	2 691	2 127	141 823	156 041	129 960
Vote 21 - Johannesburg Roads Agency	16 973	21 466	46 546	93 695	163 243	223 829	223 829	163 243	93 695	46 546	21 466	16 973	1 131 500	1 122 000	1 102 271
Vote 22 - Metrobus	2 178	2 755	5 974	12 026	20 952	28 729	28 729	20 952	12 026	5 974	2 755	2 178	145 230	111 500	90 700
Vote 23 - Johannesburg City Parks and Zoo	807	1 021	2 213	4 455	7 762	10 642	10 642	7 762	4 455	2 213	1 021	807	53 700	37 500	53 300
Vote 24 - Johannesburg Development Agency	2 892	3 657	7 931	15 964	27 814	38 137	38 137	27 814	15 964	7 931	3 657	2 892	192 788	203 980	157 000
Vote 25 - Johannesburg Property Company	2 220	2 807	6 087	12 254	21 349	29 273	29 273	21 349	12 254	6 087	2 807	2 220	147 981	35 000	60 000
Vote 26 - Metropolitan Trading Company	225	285	617	1 242	2 164	2 967	2 967	2 164	1 242	617	285	225	15 000	–	–
Vote 27 - Joburg Market	3 006	3 802	8 244	16 595	28 913	39 644	39 644	28 913	16 595	8 244	3 802	3 006	200 410	195 510	185 000
Vote 28 - Johannesburg Social Housing Company	5 670	7 171	15 549	31 301	54 534	74 774	74 774	54 534	31 301	15 549	7 171	5 670	378 000	505 900	501 690
Vote 29 - Joburg City Theatres	542	685	1 485	2 990	5 209	7 143	7 143	5 209	2 990	1 485	685	542	36 108	6 019	6 621
Total Capital Expenditure	111 520	141 046	305 834	615 632	1 072 605	1 470 693	1 470 693	1 072 605	615 632	305 834	141 046	111 520	7 458 560	7 507 850	7 655 836

Table SA29: Consolidated budgeted monthly capital expenditure (standard classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital Expenditure - Functional															
<i>Governance and administration</i>	12 293	15 548	33 712	67 861	118 234	162 115	162 115	118 234	67 861	33 712	15 548	12 293	819 526	729 058	712 634
Executive and council	60	76	165	331	577	791	791	577	331	165	76	60	4 000	7 000	-
Finance and administration	12 219	15 455	33 511	67 456	117 527	161 146	161 146	117 527	67 456	33 511	15 455	12 219	814 626	721 958	712 634
Internal audit	14	17	37	75	130	178	178	130	75	37	17	14	900	100	-
<i>Community and public safety</i>	27 613	34 923	75 725	152 432	265 580	364 148	364 148	265 580	152 432	75 725	34 923	27 613	1 900 852	2 023 059	1 933 446
Community and social services	1 390	1 758	3 811	7 672	13 366	18 327	18 327	13 366	7 672	3 811	1 758	1 390	128 755	230 764	199 256
Sport and recreation	807	1 021	2 213	4 455	7 762	10 642	10 642	7 762	4 455	2 213	1 021	807	53 700	37 500	53 300
Public safety	2 178	2 755	5 973	12 023	20 948	28 723	28 723	20 948	12 023	5 973	2 755	2 178	162 200	121 365	104 000
Housing	21 540	27 243	59 071	118 909	207 173	284 063	284 063	207 173	118 909	59 071	27 243	21 540	1 442 997	1 575 900	1 501 690
Health	1 698	2 148	4 657	9 374	16 331	22 393	22 393	16 331	9 374	4 657	2 148	1 698	113 200	57 530	75 200
<i>Economic and environmental services</i>	42 036	53 165	115 279	232 053	404 301	554 354	554 354	404 301	232 053	115 279	53 165	42 036	2 766 267	2 726 219	2 899 946
Planning and development	9 753	12 335	26 746	53 840	93 804	128 618	128 618	93 804	53 840	26 746	12 335	9 753	(26 355)	614 084	606 780
Road transport	29 398	37 182	80 622	162 289	282 754	387 696	387 696	282 754	162 289	80 622	37 182	29 398	1 959 883	1 919 439	2 363 863
Environmental protection	2 885	3 648	7 910	15 924	27 743	38 040	38 040	27 743	15 924	7 910	3 648	2 885	192 300	200 000	10 000
<i>Trading services</i>	29 579	37 410	81 117	163 286	284 490	390 076	390 076	284 490	163 286	81 117	37 410	29 579	1 971 916	2 029 514	2 109 810
Energy sources	11 078	14 011	30 380	61 154	106 548	146 092	146 092	106 548	61 154	30 380	14 011	11 078	738 526	880 098	949 000
Water management	9 824	12 425	26 942	54 233	94 489	129 557	129 557	94 489	54 233	26 942	12 425	9 824	654 940	596 025	618 510
Waste water management	6 549	8 283	17 961	36 155	62 993	86 372	86 372	62 993	36 155	17 961	8 283	6 549	436 627	397 350	412 340
Waste management	2 127	2 691	5 834	11 744	20 461	28 055	28 055	20 461	11 744	5 834	2 691	2 127	141 823	156 041	129 960
<i>Other</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	111 520	141 046	305 834	615 632	1 072 605	1 470 693	1 470 693	1 072 605	615 632	305 834	141 046	111 520	7 458 560	7 507 850	7 655 836
Funded by:															
National Government	185 800	185 800	185 800	185 800	185 800	185 800	185 800	185 800	185 800	185 800	185 800	185 800	2 229 600	2 195 395	2 705 514
Transfers recognised - capital	201 613	201 613	201 613	203 240	228 240	233 240	230 271	235 280	230 706	233 601	208 600	205 909	2 613 926	2 637 848	3 137 882
Borrowing	99 925	144 084	170 873	170 020	178 037	150 525	180 110	221 162	231 771	221 669	308 859	922 965	3 000 000	3 000 000	2 799 900
Internally generated funds	47 482	62 707	102 620	135 355	106 118	87 480	85 959	114 242	125 972	137 485	151 633	687 582	1 844 634	1 870 002	1 718 054
Total Capital Funding	349 020	408 404	475 106	508 615	512 395	471 245	496 340	570 684	588 449	592 755	669 092	1 816 456	7 458 560	7 507 850	7 655 836

Table SA30: Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash Receipts By Source																
Property rates	995 714	995 714	995 714	995 714	995 714	995 714	995 714	995 714	995 714	995 714	995 714	995 715	11 948 573	12 487 405	13 059 582	
Service charges - electricity revenue	1 481 302	1 406 394	1 526 707	1 188 176	1 382 642	1 361 437	1 298 247	1 328 239	1 384 210	1 223 011	1 321 480	1 531 221	16 433 064	16 240 823	17 191 269	
Service charges - water revenue	554 923	554 923	554 923	554 923	554 923	554 923	554 923	554 923	554 923	554 923	554 923	554 932	6 659 088	7 265 128	7 915 910	
Service charges - sanitation revenue	345 378	345 378	345 378	345 378	345 378	345 378	345 378	345 378	345 378	345 378	345 378	345 378	4 144 542	4 496 484	4 876 119	
Service charges - refuse revenue	146 789	146 789	146 789	147 008	146 789	142 301	142 410	146 789	146 789	147 008	146 789	148 172	1 754 420	1 836 879	1 928 722	
Rental of facilities and equipment	25 667	25 547	25 554	25 562	25 569	25 576	25 573	25 558	25 558	25 558	25 558	26 558	307 838	334 282	352 129	
Interest earned - external investments	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 297	27 291	327 554	342 597	359 340	
Interest earned - outstanding debtors	29 935	29 935	29 935	29 935	29 935	29 935	29 935	29 935	29 935	29 935	29 935	29 935	359 218	377 149	398 971	
Fines, penalties and forfeits	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	737 399	775 737	810 653	
Licences and permits	99	99	99	99	2 897	99	99	99	2 399	99	99	2 192	8 379	8 231	8 287	
Agency services	61 743	65 063	66 643	64 143	64 243	73 833	66 143	64 543	69 638	65 743	63 083	83 032	807 851	838 053	872 187	
Transfers and Subsidies - Operational	809 555	811 522	870 522	809 522	809 522	809 522	884 522	819 522	850 106	809 522	809 522	830 317	9 923 671	10 920 712	11 409 997	
Other revenue	144 711	144 851	144 832	144 369	143 996	144 019	143 989	144 004	143 982	143 982	140 515	149 885	1 733 132	2 312 849	2 328 637	
Cash Receipts by Source	4 684 562	4 614 961	4 795 843	4 393 575	4 590 355	4 571 484	4 575 680	4 543 451	4 637 378	4 429 620	4 521 743	4 786 077	55 144 729	58 236 328	61 511 804	
Other Cash Flows by Source																
Transfers and subsidies - capital (monetary allocations)	53 774	121 414	201 333	149 814	159 660	264 320	166 665	206 527	220 181	225 411	215 947	244 554	2 229 600	2 195 395	2 705 514	
Proceeds on Disposal of Fixed and Intangible Assets	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	33 000	34 716	36 278	
Borrowing long term/refinancing										3 000 000			3 000 000	3 000 000	2 799 900	
Increase (decrease) in consumer deposits	14	14	14	14	14	14	14	14	14	14	14	14	171	173	175	
Decrease (increase) in non-current receivables	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(124 687)	(118 558)	(132 053)	
Decrease (increase) in non-current investments	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(7 756)	(93 072)	(1 205 441)	884 788	
Total Cash Receipts by Source	4 740 845	4 738 884	4 999 685	4 545 899	4 777 525	4 868 313	4 769 445	4 782 087	4 885 095	7 682 540	4 740 199	5 043 549	60 574 067	62 585 066	68 238 774	
Cash Payments by Type																
Employee related costs	1 298 612	1 295 417	1 295 114	1 296 817	1 913 954	1 331 780	1 300 706	1 296 097	1 294 739	1 297 043	1 300 105	1 062 101	15 982 485	16 989 327	18 091 672	
Remuneration of councillors	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	14 726	176 716	198 268	210 019	
Finance charges	241 834	241 834	241 834	241 834	241 834	241 834	241 834	241 834	241 836	241 834	241 834	374 671	3 034 846	3 218 422	3 529 653	
Bulk purchases - Electricity	1 742 503	1 557 051	1 041 189	903 195	891 245	833 041	809 070	856 935	841 225	796 104	879 152	1 651 370	12 802 078	12 260 917	12 661 815	
Bulk purchases - Water & Sewer	544 295	544 295	544 295	544 295	544 295	544 295	544 295	544 295	544 295	544 295	544 295	544 295	6 531 536	6 960 732	7 418 262	
Other materials	168 225	168 967	169 617	172 486	173 340	170 998	172 938	171 210	172 752	175 187	173 425	181 312	2 070 457	2 227 073	2 353 356	
Contracted services	329 658	333 246	335 444	346 785	339 918	338 439	340 150	337 654	336 304	335 358	339 897	306 105	4 018 958	4 241 438	3 944 943	
Transfers and grants - other	3 589	3 687	12 725	3 387	3 387	3 387	4 798	4 187	4 287	4 487	4 090	4 845	56 852	65 710	132 707	
Other expenditure	471 055	492 628	511 081	502 677	512 301	511 474	510 537	508 797	513 317	540 872	520 738	740 442	6 335 917	6 451 014	7 001 605	
Cash Payments by Type	4 814 497	4 651 851	4 166 024	4 026 202	4 634 999	3 989 974	3 939 053	3 975 734	3 963 479	3 949 905	4 018 261	4 879 866	51 009 844	52 612 900	55 344 034	
Other Cash Flows/Payments by Type																
Capital assets	111 520	141 046	305 834	615 632	1 072 605	1 470 693	1 470 693	1 072 605	615 632	305 834	141 046	135 420	7 458 560	7 507 850	7 655 836	
Repayment of borrowing	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	1 838 485	1 034 322	3 211 981	
Total Cash Payments by Type	5 079 224	4 946 104	4 625 065	4 795 041	5 860 811	5 613 874	5 562 953	5 201 546	4 732 318	4 408 946	4 312 514	5 168 493	60 306 889	61 155 072	66 211 851	
NET INCREASE/(DECREASE) IN CASH HELD	(338 379)	(207 220)	374 620	(249 143)	(1 083 286)	(745 561)	(793 507)	(419 458)	152 777	3 273 595	427 685	(124 943)	267 178	1 429 993	2 026 923	
Cash/cash equivalents at the month/year begin:	6 090 808	5 752 429	5 545 209	5 919 829	5 670 686	4 587 400	3 841 839	3 048 331	2 628 873	2 781 649	6 055 244	6 482 929	6 090 808	6 357 986	7 787 980	
Cash/cash equivalents at the month/year end:	5 752 429	5 545 209	5 919 829	5 670 686	4 587 400	3 841 839	3 048 331	2 628 873	2 781 649	6 055 244	6 482 929	6 357 986	6 357 986	7 787 980	9 814 903	

2.9 LEGISLATION COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) in 2003 has brought in proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act has had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for the 2020/21- 2021/22 medium term complies with most of these key requirements.

The Act has 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.

Compliance with MFMA implementation requirements has been substantially adhered to through the following activities:

a) In- year reporting

The City's electronic reporting to National Treasury has been complied with and has also improved over time. The monthly and quarterly returns to NT have been submitted on time.

b) MFMA training

The City of Johannesburg, in its strides to comply with the Act, has in its plan of compliance instructed departments to train all finance and non-finance officials on MFMA from 2005. This has resulted in mass training programme for officials in all sectors including the municipal entities. This massive training schedule was also boosted by the online training provided by National Treasury. Compliance on all critical elements of the MFMA is enhanced due the fact that most officials are aware of the Act.

c) Accounting standards

The reform agenda set out through the Municipal Finance Management Act includes new accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP) and Generally Accepted Municipal Accounting Practice (GAMAP). The above-mentioned accounting practices have been adhered to during the development of the budget.

The City's consolidated financial statements were prepared to comply with GRAP. The municipal entities financial statements were also prepared in line with GAAP.

d) Municipal Budget and Reporting Regulations

Budgeting in the CoJ is done in accordance with the MFMA: Municipal Budget and Reporting Regulations promulgated in 2009. Other directives from the National Treasury, for example in the form of budget circulars, are also taken into cognizance.

e) Budget and Treasury Office

The Budget and Treasury Office has been established in accordance with the MFMA.

- f) Audit Committee
An Audit Committee has been established and is fully functional.
- g) Annual Report
Annual report is compiled in terms of the MFMA and NT requirements.
- h) SDBIP
The detail SDBIP is directly aligned and informed by the budget and is approved together with the budget.
- i) Budget Steering Committee
A Budget Steering Committee has been established in accordance with MBRR and is fully functional.
- j) Alignment of Budget with development priorities
There is clear linkage between the budget and the IDP. In turn, the IDP is developed from the GDS and Mayoral priorities. The City is implementing programme budgeting to ensure that the development programmes identified in the IDP are appropriately funded.
- k) Public participation
In accordance with the Act, the City's draft budget is made public immediately after tabling in Council to allow for the public to comment on it. The budget has a strong political oversight.

2.10 OTHER SUPPORTING DOCUMENTS

Table SA1: Supporting detail to 'Budgeted Financial Performance

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
REVENUE ITEMS:								
Property rates								
Total Property Rates	9 042 140	10 341 355	14 158 029	14 348 790	14 348 790	15 417 915	16 096 303	16 820 637
<i>less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)</i>	1 129 759	1 230 795	1 785 997	2 056 240	2 056 240	2 202 883	2 299 810	2 403 301
Net Property Rates	7 912 381	9 110 560	12 372 032	12 292 550	12 292 550	13 215 032	13 796 493	14 417 336
Service charges - electricity revenue								
Total Service charges - electricity revenue	17 134 458	15 719 408	16 611 351	19 449 131	18 732 105	19 556 798	19 363 034	20 460 958
<i>less Cost of Free Basis Services (50 kwh per indigent household per month)</i>	2 484 938	2 509 787	2 534 885	2 560 234	2 560 234	2 585 836	2 611 694	2 742 279
Net Service charges - electricity revenue	14 649 520	13 209 621	14 076 466	16 888 897	16 171 871	16 970 962	16 751 340	17 718 679
Service charges - water revenue								
Total Service charges - water revenue	5 694 610	6 027 025	7 078 623	7 926 567	7 926 567	8 383 164	9 128 425	9 933 631
<i>less Cost of Free Basis Services (6 kilolitres per indigent household per month)</i>	664 485	30 164	35 262	37 871	37 871	40 863	40 863	40 863
Net Service charges - water revenue	5 030 125	5 996 861	7 043 361	7 888 696	7 888 696	8 342 301	9 087 562	9 892 768
Service charges - sanitation revenue								
Total Service charges - sanitation revenue	3 478 048	3 658 651	4 131 645	4 709 919	4 709 919	5 210 583	5 642 822	6 112 234
<i>less Cost of Free Basis Services (free sanitation service to indigent households)</i>	280 193	14 258	16 283	17 488	17 488	18 869	18 869	18 869
Net Service charges - sanitation revenue	3 197 855	3 644 393	4 115 362	4 692 431	4 692 431	5 191 714	5 623 953	6 093 365
Service charges - refuse revenue								
Total refuse removal revenue	1 312 414	1 426 311	1 615 430	1 731 100	1 831 865	1 924 772	2 016 067	2 117 341
Total landfill revenue	47 363	60 402	85 486	57 684	57 684	53 208	55 709	58 494
<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>	40 000	45 600	49 200	59 096	59 096	59 379	63 000	66 621
Net Service charges - refuse revenue	1 319 777	1 441 113	1 651 716	1 729 688	1 830 453	1 918 601	2 008 776	2 109 214
Other Revenue by source								
Fuel Levy	-	-	-	-	-	-	-	-
Other Revenue	1 861 620	2 006 027	2 532 161	2 039 451	1 921 186	2 132 906	2 630 803	2 756 850
Total 'Other' Revenue	1 861 620	2 006 027	2 532 161	2 039 451	1 921 186	2 132 906	2 630 803	2 756 850
EXPENDITURE ITEMS:								
Employee related costs								
Basic Salaries and Wages	7 318 355	7 385 566	8 639 845	10 069 769	9 946 794	10 612 747	11 445 513	12 202 846
Pension and UIF Contributions	926 545	1 014 285	1 060 465	1 359 439	1 359 439	1 581 607	1 689 526	1 790 245
Medical Aid Contributions	548 291	589 769	578 034	1 631 849	1 631 849	1 006 337	1 081 772	1 149 543
Overtime	374 657	475 478	562 339	290 964	290 964	504 159	535 850	569 444
Performance Bonus	116 454	128 418	123 125	164 800	164 800	176 184	187 976	199 757
Motor Vehicle Allowance	311 415	298 605	314 546	495 541	495 541	508 885	540 948	574 967
Cellphone Allowance	11 969	9 739	6 889	16 812	16 812	14 313	15 214	16 193
Housing Allowances	50 596	47 054	49 044	93 234	93 234	83 427	88 738	94 324
Other benefits and allowances	483 471	620 430	948 885	750 275	750 275	1 264 384	1 158 572	1 233 793
Payments in lieu of leave	92 729	92 656	212 852	209 924	209 924	270 069	287 357	305 332
Post-retirement benefit obligations	13 191	13 534	171 641	2 800	2 800	1 891	2 012	2 138
Total Employee related costs	10 255 081	10 684 522	12 667 744	15 085 407	14 962 432	15 982 485	16 989 327	18 091 672
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
Depreciation & asset impairment								
Depreciation of Property, Plant & Equipment	2 998 824	3 132 794	3 258 999	4 289 935	4 251 044	4 449 628	4 686 356	5 025 383
Total Depreciation & asset impairment	2 998 824	3 132 794	3 258 999	4 289 935	4 251 044	4 449 628	4 686 356	5 025 383
Bulk purchases								
Electricity Bulk Purchases	14 978 933	15 173 013	16 535 145	12 482 612	11 559 044	12 802 078	12 260 917	12 661 815
Water Bulk Purchases	-	-	-	5 910 579	5 930 692	6 531 536	6 960 732	7 418 262
Total bulk purchases	14 978 933	15 173 013	16 535 145	18 393 191	17 489 736	19 333 614	19 221 649	20 080 077
Transfers and grants								
Cash transfers and grants	500 747	289 336	180 269	447 548	342 129	56 852	65 710	132 707
Total transfers and grants	500 747	289 336	180 269	447 548	342 129	56 852	65 710	132 707
Contracted services								
Outsourced Services	2 321 325	3 328 942	2 983 618	3 953 537	3 847 564	4 018 958	4 241 438	3 944 943
Total contracted services	2 321 325	3 328 942	2 983 618	3 953 537	3 847 564	4 018 958	4 241 438	3 944 943
Other Expenditure By Type								
Contributions to 'other' provisions	-	-	-	-	-	(33 854)	(35 855)	(36 364)
-	-	-	-	-	-	-	-	-
Total 'Other' Expenditure	4 806 980	4 161 944	4 156 830	5 199 788	5 756 449	6 143 409	6 537 367	6 893 791
Repairs and maintenance								
Employee related costs	-	-	-	1 136 186	1 136 186	1 184 013	1 239 534	1 266 915
Other materials	-	-	-	2 153 876	2 153 876	1 941 461	2 092 207	2 212 092
Contracted Services	-	-	-	807 824	807 824	841 751	882 027	968 593
Other Expenditure	3 054 428	2 825 096	3 418 932	516 490	156 418	533 215	557 665	604 589
Total Repairs and Maintenance Expenditure	3 054 428	2 825 096	3 418 932	4 614 376	4 254 304	4 500 440	4 771 433	5 052 189

Table SA3: Supporting detail to 'Budgeted Financial Position

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 medium term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
ASSETS								
Call investment deposits	2 585 350	1 212 598	3 521 341	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Other current investments	-	-	-	-	-	-	-	-
	2 585 350	1 212 598	3 521 341	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Consumer debtors								
Consumer debtors	4 483 072	5 615 024	6 303 388	6 394 807	6 411 421	6 621 088	6 742 591	6 966 815
Less: Provision for debt impairment	-	-	-	-	-	-	-	-
Total Consumer debtors	4 483 072	5 615 024	6 303 388	6 394 807	6 411 421	6 621 088	6 742 591	6 966 815
Debt impairment provision								
Balance at the beginning of the year	-	-	-	-	-	-	-	-
Contributions to the provision	-	-	-	-	-	-	-	-
Bad debts written off	-	-	-	-	-	-	-	-
Balance at end of year	-	-	-	-	-	-	-	-
Property, plant and equipment (PPE)								
PPE at cost/valuation (excl. finance leases)	84 626 486	89 725 989	97 437 743	106 247 479	105 685 203	113 143 763	120 651 613	128 307 449
Leases recognised as PPE	-	-	-	-	-	-	-	-
Less: Accumulated depreciation	19 284 190	20 665 327	24 059 831	30 115 090	28 310 875	32 760 504	37 446 860	42 472 242
Total Property, plant and equipment (PPE)	65 342 296	69 060 662	73 377 912	76 132 389	77 374 328	80 383 259	83 204 753	85 835 207
LIABILITIES								
Current liabilities - Borrowing								
Short term loans (other than bank overdraft)	-	-	-	-	-	-	-	-
Current portion of long-term liabilities	3 255 769	761 803	948 987	1 695 229	1 838 485	1 034 322	3 211 981	2 237 671
Total Current liabilities - Borrowing	3 255 769	761 803	948 987	1 695 229	1 838 485	1 034 322	3 211 981	2 237 671
Trade and other payables								
Trade Payables	13 657 481	13 629 358	13 428 316	13 969 330	13 367 303	13 250 353	13 325 587	13 206 492
Other creditors	-	-	-	-	-	-	-	-
Unspent conditional transfers	-	-	-	-	-	-	-	-
VAT	-	-	-	90 822	90 822	-	-	-
Total Trade and other payables	13 657 481	13 629 358	13 428 316	14 060 152	13 458 125	13 250 353	13 325 587	13 206 492
Non current liabilities - Borrowing								
Borrowing	16 855 880	19 144 526	21 097 960	22 479 406	22 248 792	24 214 470	24 002 489	24 564 719
Finance leases (including PPP asset element)	-	-	-	-	-	-	-	-
Total Non current liabilities - Borrowing	16 855 880	19 144 526	21 097 960	22 479 406	22 248 792	24 214 470	24 002 489	24 564 719
Provisions - non-current								
Retirement benefits	-	-	-	-	-	-	-	-
Refuse landfill site rehabilitation	-	-	-	-	-	-	-	-
Other	6 478 348	6 852 203	6 715 013	7 388 921	6 782 163	6 849 985	6 918 485	6 987 669
Total Provisions - non-current	6 478 348	6 852 203	6 715 013	7 388 921	6 782 163	6 849 985	6 918 485	6 987 669
CHANGES IN NET ASSETS								
Accumulated Surplus/(Deficit)								
Accumulated Surplus/(Deficit) - opening balance	40 390 845	43 412 117	46 017 451	48 837 303	52 898 576	56 473 013	59 147 769	62 729 158
GRAP adjustments	-	-	-	-	-	-	-	-
Restated balance	40 390 845	43 412 117	46 017 451	48 837 303	52 898 576	56 473 013	59 147 769	62 729 158
Surplus/(Deficit)	1 372 800	2 614 453	6 882 676	3 897 976	3 574 523	2 674 845	3 581 491	4 583 037
Transfers to/from Reserves	-	-	-	-	-	-	-	-
Depreciation offsets	-	-	-	-	-	-	-	-
Other adjustments	-	-	-	-	-	-	-	-
Accumulated Surplus/(Deficit)	41 763 645	46 026 570	52 900 127	52 735 279	56 473 099	59 147 859	62 729 260	67 312 195
Reserves								
Housing Development Fund	-	-	-	-	-	-	-	-
Capital replacement	-	-	-	-	-	-	-	-
Self-insurance	-	-	-	-	-	-	-	-
Other reserves	(1 386)	-	-	1 637	1 551	1 637	1 727	1 829
Revaluation	-	-	-	-	-	-	-	-
Total Reserves	(1 386)	-	-	1 637	1 551	1 637	1 727	1 829
TOTAL COMMUNITY WEALTH/EQUITY	41 762 259	46 026 570	52 900 127	52 736 916	56 474 650	59 149 495	62 730 986	67 314 023

Table SA22: Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	A	B	C	D	E	G	H	I
Councillors (Political Office Bearers plus Other)								
Basic Salaries and Wages	103 695	126 769		142 937	142 937	138 147	157 269	166 438
Pension and UIF Contributions	18 099	12 492		14 294	14 294	14 302	15 203	16 161
Medical Aid Contributions	2 472	4 636		5 287	5 287	5 289	5 622	5 976
Motor Vehicle Allowance	12 579	8 271		9 654	9 654	9 671	10 280	10 927
Cellphone Allowance	330	7 133		8 091	8 091	8 091	8 601	9 143
Other benefits and allowances	2 114	1 339	1 391	1 145	1 145	1 216	1 293	1 374
Sub Total - Councillors	139 593	160 640	1 391	181 408	181 408	176 716	198 268	210 019
Senior Managers of the Municipality								
Basic Salaries and Wages	29 384	19 045	846 777	58 051	55 453	53 885	60 955	62 412
Pension and UIF Contributions	1 440	860	742	2 230	2 252	2 366	2 485	2 635
Medical Aid Contributions	322	105	151	608	613	653	684	725
Performance Bonus	925	808	126	2 045	2 038	1 961	2 056	2 182
Motor Vehicle Allowance	1 543	763	278	1 941	1 938	1 838	1 951	2 069
Cellphone Allowance	8	5	5	20	19	20	21	23
Housing Allowances	201	64	23	24	23	81	86	92
Other benefits and allowances	196	956	219	369	367	236	250	265
Sub Total - Senior Managers of Municipality	34 019	22 606	848 321	65 288	62 703	61 040	68 488	70 403
Other Municipal Staff								
Basic Salaries and Wages	3 874 041	4 243 105	5 404 569	5 824 677	5 923 727	6 242 467	6 814 001	7 241 591
Pension and UIF Contributions	472 423	523 181	605 291	765 471	875 767	915 682	981 809	1 038 158
Medical Aid Contributions	295 374	322 364	306 370	1 285 134	538 964	574 972	612 179	650 503
Overtime	77 552	112 071	209 724	199 318	140 602	153 149	162 809	173 002
Performance Bonus	4 075	664	12 268	2 725	2 706	3 349	4 317	4 580
Motor Vehicle Allowance	201 405	185 487	211 746	354 487	356 004	370 761	394 136	418 936
Cellphone Allowance	5	5	7	7	6	490	499	532
Housing Allowances	31 076	33 431	34 588	72 748	47 527	49 382	52 544	55 845
Other benefits and allowances	316 690	394 190	695 475	507 219	703 715	905 085	776 567	825 109
Payments in lieu of leave	82 062	75 829	170 154	112 108	166 146	188 063	200 225	212 749
Long service awards					-7 000	-41 809	-44 461	-47 240
Sub Total - Other Municipal Staff	5 364 473	5 900 179	7 652 502	9 126 019	8 750 290	9 363 482	9 956 637	10 575 903
Total Parent Municipality	5 538 085	6 083 425	8 502 214	9 372 715	8 994 401	9 601 238	10 223 393	10 856 325
Board Members of Entities								
Basic Salaries and Wages	6 295	10 117	5 697	12 254	12 254	6 095	6 477	6 883
Pension and UIF Contributions								
Medical Aid Contributions								
Motor Vehicle Allowance								
Cellphone Allowance								
Other benefits and allowances								
Board Fees	13 502	13 268	6 535	22 400	16 798	16 566	17 604	18 711
Sub Total - Board Members of Entities	19 797	23 385	12 232	34 654	29 052	22 661	24 081	25 594
Senior Managers of Entities								
Basic Salaries and Wages	17 361	18 138	184 994	45 801	41 071	25 186	26 762	33 937
Pension and UIF Contributions	1 789	1 309	1 985	3 792	2 825	1 824	1 937	2 058
Medical Aid Contributions	391	227	332	889	530	389	413	439
Performance Bonus	1 010	1 872	2 771	3 971	2 841	2 481	2 636	2 801
Motor Vehicle Allowance	1 170	1 067	1 889	1 581	1 435	1 587	1 687	1 793
Cellphone Allowance	56	38	52	356	144	138	146	156
Other benefits and allowances	1 447	1 740	7 423	469	433	610	648	689
Sub Total - Senior Managers of Entities	23 234	24 400	199 446	56 859	49 279	32 215	34 229	41 873
Other Staff of Entities								
Basic Salaries and Wages	3 049 535	3 284 152	3 653 016	4 056 193	4 108 091	4 386 258	4 648 434	4 979 224
Pension and UIF Contributions	449 843	487 890	452 762	604 876	615 219	660 408	701 876	745 887
Medical Aid Contributions	252 223	267 078	271 239	347 471	397 781	430 288	468 458	497 836
Overtime	297 105	363 407	352 615	290 964	362 058	351 010	373 041	396 442
Performance Bonus	109 840	124 847	107 960	159 235	162 416	167 724	178 252	189 433
Motor Vehicle Allowance	107 425	111 420	100 744	136 202	132 286	134 817	143 299	152 302
Cellphone Allowance	11 914	9 683	6 851	16 429	16 320	13 636	14 516	15 448
Housing Allowances	19 309	13 549	14 433	21 434	30 710	33 964	36 108	38 387
Other benefits and allowances	165 774	223 336	245 952	252 150	308 522	358 601	381 264	407 897
Payments in lieu of leave	10 667	16 827	42 698	74 114	78 439	82 006	87 132	92 583
Post-retirement benefit obligations	3 421	3 682	169 331	300	300			
Sub Total - Other Staff of Entities	4 484 464	4 914 859	5 417 680	5 959 388	6 212 142	6 619 003	7 032 690	7 515 769
Total Municipal Entities	4 527 495	4 962 644	5 629 358	6 050 901	6 290 473	6 673 879	7 091 000	7 583 236
TOTAL SALARY, ALLOWANCES & BENEFITS	10 065 581	11 046 069	14 131 572	15 423 616	15 284 874	16 275 117	17 314 393	18 439 561
TOTAL MANAGERS AND STAFF	9 925 988	10 885 429	14 130 181	15 242 208	15 103 466	16 098 401	17 116 125	18 229 542

Table SA23: Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum		1.				2.
Councillors						
Speaker	903 127	138 000	133 781	-	-	1 174 908
Chief Whip	902 526	128 597	77 989	-	-	1 109 112
Executive Mayor	1 233 973	105 965	105 122	-	-	1 445 060
Total for all other councillors	9 614 533	718 573	758 013	-	-	11 091 119
Total Councillors	12 654 159	1 091 135	1 074 905	-	-	14 820 199
Senior Managers of the Municipality						
Municipal Manager (MM)	3 061 000	59 000	-	-	-	3 120 000
Chief Finance Officer	2 134 563	-	-	-	-	2 134 563
Chief Operation Officer	2 635 000	2 000	-	-	-	2 637 000
Executive Director : Economic Development	2 300 000	-	-	-	-	2 300 000
<i>List of each official with packages >= senior manager</i>						
Executive Director : Environment, Infrastructure and Services	1 800 000	148 000	119 000	180 000	-	2 247 000
Executive Director : Transport	2 599 000	390 000	124 000	-	-	3 113 000
Executive Director : Community Development	2 094 000	207 000	199 000	-	-	2 500 000
Executive Director : Health	2 342 000	-	56 000	113 000	-	2 511 000
Executive Director : Social Development	1 832 000	119 000	144 000	82 000	-	2 177 000
Executive Director : Development Planning	1 575 000	250 000	256 000	307 000	-	2 388 000
Commissioner : Group Forensic and Investigation Services	1 969 000	230 000	14 000	194 000	-	2 407 000
Ombudsman	2 138 000	162 000	12 000	165 000	-	2 477 000
Head: Private Office of the Executive Mayor	1 389 000	2 000	-	-	-	1 391 000
Director : Office of the City Manager	2 271 000	208 000	-	-	-	2 479 000
Group ME Governance and MC Support	1 851 000	199 000	138 000	-	-	2 188 000
Group Marketing and Communications	970 000	341 000	74 000	177 000	-	1 562 000
Group Head: Legal and Contracts	1 289 000	146 000	84 000	213 000	-	1 732 000
Group Audit, Risk and Compliance	2 821 000	-	-	-	-	2 821 000
Group Strategy and Monitoring	2 215 000	2 000	204 000	-	-	2 421 000
Group Citizen Relations and Urban Management	1 938 000	206 000	106 000	-	-	2 250 000
Secretary to council	3 418 000	-	-	-	-	3 418 000
Integrity Commissioner	2 438 000	2 000	175 000	220 000	-	2 835 000
Group Corporate and Shared Services	2 549 000	2 000	245 000	-	-	2 796 000
	-	-	-	-	-	-
Total Senior Managers of the Municipality	50 863 855	2 964 453	2 192 412	1 787 873	-	57 808 593
A Heading for Each Entity						
List each member of board by designation						
Chief Executive Officer : City Power	2 292 920	392 616	291 536	321 328	-	3 298 400
Chief Executive Officer : Johannesburg Water	2 371 000	417 000	187 000	210 000	-	3 185 000
Chief Executive Officer : Pikitup	2 193 000	343 000	406 000	412 000	-	3 354 000
Chief Executive Officer : Johannesburg Roads Agency	2 716 000	199 000	185 000	-	-	3 100 000
Chief Executive Officer : Metrobus	2 255 000	2 000	122 000	226 000	-	2 605 000
Chief Executive Officer : Johannesburg Parks and Zoo	-	-	-	-	-	-
Chief Executive Officer : Johannesburg Development Agency	2 353 000	-	-	-	-	2 353 000
Chief Executive Officer : Metropolitan Trading Company	1 452 000	312 000	321 000	-	-	2 085 000
Chief Executive Officer : Joburg Theatres	2 221 800	22 218	-	311 052	-	2 555 070
Total for municipal entities	17 854 720	1 687 834	1 512 536	1 480 380	-	22 535 470
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	81 372 734	5 743 422	4 779 853	3 268 253	-	95 164 262

Table SA24: Summary of personnel numbers

Summary of Personnel Numbers Number	2018/19			Current Year 2019/20			Budget Year 2020/21		
	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities									
Councillors (Political Office Bearers plus Other Councillors)	270	–	270	270	270	–	270	–	282
Board Members of municipal entities	86	11	85	86	12	85	87	12	73
Municipal employees									
Municipal Manager and Senior Managers	195	129	63	193	163	73	294	228	58
Other Managers	2 327	1 847	48	2 320	1 890	53	2 251	1 820	24
Professionals	7 047	4 727	41	6 580	5 049	37	10 702	9 494	27
Finance	1 482	846	2	1 444	874	2	1 450	850	1
Spatial/town planning	114	65	–	114	66	–	114	66	–
Information Technology	34	17	–	34	103	1	62	132	–
Roads	48	–	–	48	–	–	–	–	–
Electricity	810	872	–	810	874	–	810	874	–
Water	3	–	–	3	3	–	3	3	–
Sanitation	27	–	–	27	23	–	27	23	–
Other	4 529	2 927	39	4 100	3 092	34	8 236	7 532	26
Technicians	7 876	6 453	171	7 793	7 525	172	8 357	7 652	175
Finance	2 327	1 536	61	2 420	1 616	–	2 652	1 850	–
Spatial/town planning	470	292	–	470	301	–	470	301	–
Information Technology	50	50	–	48	69	–	55	83	–
Roads	45	946	–	946	946	–	945	1 095	–
Electricity	741	891	–	741	893	–	741	893	–
Water	139	153	–	162	159	–	162	159	–
Sanitation	187	136	–	187	138	–	187	138	–
Refuse	–	–	–	–	49	–	–	49	–
Other	3 917	2 449	110	2 819	3 354	172	3 145	3 084	175
Clerks (Clerical and administrative)	3 045	3 081	157	2 583	3 146	441	7 173	7 321	265
Service and sales workers	623	266	–	200	270	–	179	266	–
Skilled agricultural and fishery workers	250	86	–	–	86	–	250	116	–
Craft and related trades	109	104	–	3	104	–	107	342	–
Plant and Machine Operators	2 186	1 730	–	1 842	1 769	–	2 116	1 767	–
Elementary Occupations	9 134	8 213	9	7 503	8 599	4	8 503	7 905	–
TOTAL PERSONNEL NUMBERS	33 148	26 647	844	29 373	28 883	865	40 289	36 923	904

Table SA31: Aggregated entity budget

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R million								
Financial Performance								
Service charges	23 784	25 575	27 806	31 200	30 583	32 424	33 472	35 814
Investment revenue	113	124	139	80	200	166	172	179
Transfers recognised - operational	3 322	3 418	3 119	4 075	4 538	4 755	5 010	5 341
Other own revenue	2 929	2 433	2 351	2 293	2 478	2 598	2 750	2 893
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)	569	631	873	943	953	824	896	950
Total Revenue (excluding capital transfers and contributions)	30 717	32 181	34 288	38 591	38 752	40 766	42 301	45 176
Employee costs	4 465	4 891	5 405	5 925	6 183	6 596	7 009	7 490
Remuneration of Board Members	20	23	12	35	29	23	24	26
Depreciation & asset impairment	1 114	1 119	1 212	1 411	1 369	1 402	1 462	1 540
Finance charges	1 010	1 031	1 091	1 101	1 345	1 147	1 261	1 339
Materials and bulk purchases	15 319	15 635	16 884	18 393	17 551	19 398	19 289	20 151
Transfers and grants	8	19	20	21	21	22	22	23
Other expenditure	8 295	8 052	8 724	9 848	10 577	10 791	11 313	12 003
Total Expenditure	30 230	30 771	33 348	36 734	37 076	39 378	40 380	42 572
Surplus/(Deficit)	487	1 410	939	1 857	1 677	1 388	1 921	2 604
Capital expenditure & funds sources								
Capital expenditure	4 805	4 103	4 252	4 141	4 201	4 273	4 247	4 266
Transfers recognised - operational	1 908	1 774	1 758	1 466	1 583	1 329	1 506	1 552
Borrowing	1 256	1 665	1 376	1 596	1 522	1 712	1 697	1 672
Internally generated funds	1 641	664	1 118	1 079	1 095	1 232	1 043	1 042
Total sources	4 805	4 103	4 252	4 141	4 201	4 273	4 247	4 266

Table SA34a: Consolidated capital expenditure on new assets by asset class

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure on new assets by Asset Class/Su								
Infrastructure	3 189 659	2 668 996	2 974 327	2 665 903	2 665 903	1 980 187	2 086 992	2 464 178
Roads Infrastructure	536 740	712 188	1 045 093	984 760	984 760	1 036 453	881 439	1 340 276
<i>Roads</i>	536 740	712 188	1 045 093	984 760	984 760	1 036 453	881 439	1 340 276
Storm water Infrastructure				40 000	40 000	30 000	30 000	65 000
<i>Storm water Conveyance</i>				40 000	40 000	30 000	30 000	65 000
Electrical Infrastructure	566 093	615 053	551 512	486 393	486 393	352 877	484 258	361 500
<i>Power Plants</i>	566 093	615 053	551 512	486 393	486 393	352 877	484 258	361 500
Water Supply Infrastructure	227 066	123 387	448 987	822 399	822 399	346 650	271 000	281 000
<i>Water Treatment Works</i>	227 066	123 387	448 987	822 399	822 399	346 650	271 000	281 000
Sanitation Infrastructure	128 207	166 888	63 328	50 000	50 000	109 000	223 000	220 585
<i>Waste Water Treatment Works</i>	128 207	166 888	63 328	50 000	50 000	109 000	223 000	220 585
Solid Waste Infrastructure				250 126	250 126	48 707	87 250	108 318
<i>Landfill Sites</i>				250 126	250 126	48 707	87 250	108 318
Information and Communication Infrastructure	1 731 554	1 051 480	865 407	32 225	32 225	56 500	110 045	87 500
<i>Capital Spares</i>	1 731 554	1 051 480	865 407	32 225	32 225	56 500	110 045	87 500
Community Assets	209 727	196 264	150 521	220 100	226 423	304 075	319 423	281 135
Community Facilities	209 727	196 264	150 521	220 100	226 423	304 075	319 423	281 135
<i>Capital Spares</i>	209 727	196 264	150 521	220 100	226 423	304 075	319 423	281 135
Heritage assets	26			4 000	4 000			
Other Heritage	26			4 000	4 000			
Investment properties				55 200	55 200		10 000	
Revenue Generating				55 200	55 200		10 000	
<i>Improved Property</i>				55 200	55 200		10 000	
Other assets	718 432	571 989	784 123	285 859	697 566	332 356	470 426	458 138
Operational Buildings	718 432	571 989	784 123	285 859	697 566	332 356	470 426	458 138
<i>Capital Spares</i>	718 432	571 989	784 123	285 859	697 566	332 356	470 426	458 138
Biological or Cultivated Assets	2 012	2 225	3 252			181		
Biological or Cultivated Assets	2 012	2 225	3 252			181		
Intangible Assets	42 395	142 997	284 477	76 000	76 000	161 000	172 000	145 000
Licences and Rights	42 395	142 997	284 477	76 000	76 000	161 000	172 000	145 000
<i>Unspecified</i>	42 395	142 997	284 477	76 000	76 000	161 000	172 000	145 000
Computer Equipment				50 958	50 958	101 500	80 750	80 000
Computer Equipment				50 958	50 958	101 500	80 750	80 000
Furniture and Office Equipment				32 269	32 269	24 681	14 138	4 546
Furniture and Office Equipment				32 269	32 269	24 681	14 138	4 546
Machinery and Equipment				114 783	114 783	265 300	412 709	377 150
Machinery and Equipment				114 783	114 783	265 300	412 709	377 150
Transport Assets				405 600	405 600	458 000	291 000	303 500
Transport Assets				405 600	405 600	458 000	291 000	303 500
Zoo's, Marine and Non-biological Animals				3 500	3 500	5 200	3 000	2 000
Zoo's, Marine and Non-biological Animals				3 500	3 500	5 200	3 000	2 000
Total Capital Expenditure on new assets	4 162 252	3 582 471	4 196 701	3 914 172	4 332 202	3 632 480	3 860 438	4 115 647

Table SA34b: Consolidated capital expenditure on existing assets by asset class

Description R thousand	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure on renewal of existing assets by Asset Class	2 061 651	2 121 651	2 168 118	1 902 570	2 067 756
Infrastructure					
Roads Infrastructure	853 438	868 438	776 606	764 380	717 491
<i>Roads</i>	853 438	868 438	776 606	764 380	717 491
Storm water Infrastructure	80 000	80 000	144 988	158 000	182 000
<i>Storm water Conveyance</i>	80 000	80 000	144 988	158 000	182 000
Electrical Infrastructure	374 357	374 357	379 449	381 815	550 000
<i>Power Plants</i>	374 357	374 357	379 449	381 815	550 000
Water Supply Infrastructure	474 500	474 500	625 817	432 475	372 350
<i>Water Treatment Works</i>	474 500	474 500	625 817	432 475	372 350
Sanitation Infrastructure	127 356	127 356	177 558	140 900	185 915
<i>Waste Water Treatment Works</i>	127 356	127 356	177 558	140 900	185 915
Solid Waste Infrastructure	55 500	55 500	37 600	5 000	40 000
<i>Landfill Sites</i>	55 500	55 500	37 600	5 000	40 000
Information and Communication Infrastructure	96 500	141 500	26 100	20 000	20 000
<i>Capital Spares</i>	96 500	141 500	26 100	20 000	20 000
Community Assets	200 670	200 670	270 498	198 161	188 095
Community Facilities	200 670	200 670	270 498	198 161	188 095
<i>Capital Spares</i>	200 670	200 670	270 498	198 161	188 095
Heritage assets					
Other Heritage					
Investment properties	188 743	188 743	155 116	111 791	74 642
Revenue Generating	188 743	188 743	155 116	111 791	74 642
<i>Improved Property</i>	188 743	188 743	155 116	111 791	74 642
Other assets	294 000	294 000	704 958	925 912	821 970
Operational Buildings	294 000	294 000	704 958	925 912	821 970
<i>Capital Spares</i>	294 000	294 000	704 958	925 912	821 970
Intangible Assets	238 800	238 800	166 901	160 955	161 051
Licences and Rights	238 800	238 800	166 901	160 955	161 051
<i>Unspecified</i>	238 800	238 800	166 901	160 955	161 051
Computer Equipment	31 015	46 015	80 510	49 410	49 000
Computer Equipment	31 015	46 015	80 510	49 410	49 000
Furniture and Office Equipment	26 191	26 191	2 680	2 680	
Furniture and Office Equipment	26 191	26 191	2 680	2 680	
Machinery and Equipment	121 088	121 088	20 500	33 933	42 676
Machinery and Equipment	121 088	121 088	20 500	33 933	42 676
Transport Assets	672 100	672 100	58 500	56 000	127 000
Transport Assets	672 100	672 100	58 500	56 000	127 000
Zoo's, Marine and Non-biological Animals	6 000	6 000	6 000	6 000	8 000
Zoo's, Marine and Non-biological Animals	6 000	6 000	6 000	6 000	8 000
Total Capital Expenditure on renewal of existing assets	3 840 257	3 915 257	3 826 080	3 647 412	3 540 189

Table SA34c: Consolidated repairs and maintenance by asset class

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Repairs and maintenance expenditure by Asset Class								
Infrastructure	2 311 972	2 138 385	2 587 873	3 339 197	3 120 389	3 287 671	3 407 362	3 533 846
Roads Infrastructure	693 213	641 165	775 938	910 715	908 039	860 350	901 524	1 088 754
<i>Roads</i>	693 213	641 165	775 938	910 715	908 039	860 350	901 524	1 088 754
Storm water Infrastructure				251 200	251 200	256 700	275 674	294 703
<i>Storm water Conveyance</i>				251 200	251 200	256 700	275 674	294 703
Electrical Infrastructure	708 391	655 204	792 928	643 101	465 730	595 375	562 342	492 513
<i>Power Plants</i>	708 391	655 204	792 928	643 101	465 730	595 375	562 342	492 513
Water Supply Infrastructure	446 070	412 578	499 302	702 338	683 467	740 284	865 783	819 827
<i>Water Treatment Works</i>	446 070	412 578	499 302	702 338	683 467	740 284	865 783	819 827
Sanitation Infrastructure	395 974	366 243	443 228	806 629	794 048	811 655	778 440	818 284
<i>Waste Water Treatment Works</i>	395 974	366 243	443 228	806 629	794 048	811 655	778 440	818 284
Solid Waste Infrastructure				9 128	1 819	8 136	7 874	3 182
<i>Capital Spares</i>				9 128	1 819	8 136	7 874	3 182
Information and Communication Infrastructure	68 324	63 194	76 477	16 086	16 086	15 171	15 725	16 583
<i>Capital Spares</i>	68 324	63 194	76 477	16 086	16 086	15 171	15 725	16 583
Community Assets	13 890	12 847	15 548	328 761	319 634	327 778	299 911	315 453
Community Facilities	13 890	12 847	15 548	328 761	319 634	327 778	299 911	315 453
<i>Capital Spares</i>	13 890	12 847	15 548	328 761	319 634	327 778	299 911	315 453
Other assets	728 566	673 864	815 511	946 418	814 281	882 833	1 064 159	1 202 890
Operational Buildings	728 566	673 864	815 511	946 418	814 281	882 833	1 064 159	1 202 890
<i>Capital Spares</i>	728 566	673 864	815 511	946 418	814 281	882 833	1 064 159	1 202 890
Total Repairs and Maintenance Expenditure	3 054 428	2 825 096	3 418 932	4 614 376	4 254 304	4 500 440	4 771 433	5 052 189

Table SA34d: Consolidated depreciation by asset class

Description R thousand	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Depreciation by Asset Class/Sub-class					
Infrastructure	1 108 307	1 070 340	1 017 557	1 058 503	1 114 668
Roads Infrastructure	55 940	56 334	58 700	61 283	64 041
<i>Roads</i>	55 940	56 334	58 700	61 283	64 041
Electrical Infrastructure	598 592	591 557	560 093	580 774	615 198
<i>Power Plants</i>	598 592	591 557	560 093	580 774	615 198
Water Supply Infrastructure	205 429	205 429	211 604	220 915	230 857
<i>Dams and Weirs</i>	205 429	205 429	211 604	220 915	230 857
Sanitation Infrastructure	136 952	136 952	141 070	147 277	153 904
<i>Reticulation</i>	136 952	136 952	141 070	147 277	153 904
Solid Waste Infrastructure	111 394	80 068	46 089	48 254	50 668
<i>Landfill Sites</i>	111 394	80 068	46 089	48 254	50 668
Community Assets	290 586	289 286	296 167	313 626	328 958
Community Facilities	290 586	289 286	296 167	313 626	328 958
<i>Capital Spares</i>	290 586	289 286	296 167	313 626	328 958
Other assets	2 891 042	2 891 418	3 135 905	3 314 227	3 581 757
Operational Buildings	2 891 042	2 891 418	3 135 905	3 314 227	3 581 757
<i>Capital Spares</i>	2 891 042	2 891 418	3 135 905	3 314 227	3 581 757
Total Depreciation	4 289 935	4 251 044	4 449 628	4 686 356	5 025 383

Table SA35: Consolidated future financial implications of the capital budget

Vote Description R thousand	2020/21 Medium Term Revenue & Expenditure Framework			Forecasts		
	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26
Capital expenditure						
Vote 1 - Economic Development	5 680	5 680				
Vote 2 - Environment, Infrastructure and Services	192 300	200 000	10 000			
Vote 3 - Transport	683 153	685 939	1 170 892			
Vote 4 - Community Development	77 047	145 000	142 635			
Vote 5 - Health	113 200	57 530	75 200			
Vote 6 - Social Development	15 600	79 745	50 000			
Vote 7 - Group Forensic Investigation Services	900	100				
Vote 8 - Office of the Ombudsman	2 000	2 000				
Vote 9 - City Manager						
Vote 10 - Speaker: Legislative Arm of Council	2 000	5 000				
Vote 11 - Group Information and Communication Technology	390 500	350 600	340 600			
Vote 12 - Group Finance	23 000	38 000	10 500			
Vote 13 - Group Corporate and Shared Services	253 145	298 358	301 534			
Vote 14 - Housing	1 064 997	1 070 000	1 000 000			
Vote 15 - Development Planning	200 206	201 610	184 084			
Vote 16 - Public Safety	162 200	121 365	104 000			
Vote 17 - Municipal Entities Accounts						
Vote 18 - City Power	738 526	880 098	949 000			
Vote 19 - Johannesburg Water	1 091 567	993 375	1 030 850			
Vote 20 - Pikitup	141 823	156 041	129 960			
Vote 21 - Johannesburg Roads Agency	1 131 500	1 122 000	1 102 271			
Vote 22 - Metrobus	145 230	111 500	90 700			
Vote 23 - Johannesburg City Parks and Zoo	53 700	37 500	53 300			
Vote 24 - Johannesburg Development Agency	192 788	203 980	157 000			
Vote 25 - Johannesburg Property Company	147 981	35 000	60 000			
Vote 26 - Metropolitan Trading Company	15 000					
Vote 27 - Joburg Market	200 410	195 510	185 000			
Vote 28 - Johannesburg Social Housing Company	378 000	505 900	501 690			
Vote 29 - Joburg City Theatres	36 108	6 019	6 621			
List entity summary if applicable	7 458 560	7 507 850	7 655 836			

2.11 MEDIUM TERM BUDGET PER CLUSTER, DEPARTMENT AND MUNICIPAL ENTITY

2.11.1 Medium Term Operating Budget

Medium Term Expenditure and Revenue per Cluster

For purposes of this section the expenditure growth percentage of the various departments within the Core Administration is based on direct expenditure (excluding internal transfers) and for the MEs it is based on total expenditure (including taxation) or subsidies received.

SUSTAINABLE CLUSTER

Sustainable Cluster	Adjusted Budget	Budget	Estimate	Estimate
Revenue	2019/20	2020/21	2021/22	2022/23
	R 000	R 000	R 000	R 000
Environment And Infrastructure	86 450	86 500	88 980	89 980
Housing	371 964	88 752	92 659	96 828
City Power	16 417 548	17 272 099	17 077 217	18 070 728
Johannesburg Water	12 979 484	13 719 871	14 908 421	16 195 654
Pikitup	2 795 556	2 976 717	3 134 954	3 304 433
Johannesburg Social Housing Company	182 057	215 082	225 964	236 045
Total Revenue	32 833 059	34 359 020	35 528 195	37 993 668

The Sustainable Cluster’s revenue budget increases by 4.6% from the 2019/20 financial year.

Sustainable Cluster	Adjusted Budget	Budget	Estimate	Estimate
Expenditure	2019/20	2020/21	2021/22	2022/23
	R 000	R 000	R 000	R 000
Environment And Infrastructure	138 184	143 881	150 336	167 022
Housing	1 172 980	977 302	1 023 777	1 073 898
City Power	16 690 284	17 783 564	17 476 289	18 123 710
Johannesburg Water	12 111 380	12 798 240	13 651 873	14 585 376
Pikitup	2 795 556	2 976 717	3 134 954	3 304 433
Johannesburg Social Housing Company	182 057	215 082	225 964	236 045
Total Expenditure	33 090 441	34 894 786	35 663 192	37 490 484

The Sustainable Cluster’s expenditure budget increases by 5.5% from the 2019/20 financial year. Below follow details of the expenditure budget per department and municipal entity within the sustainable cluster:

Environment and Infrastructure

Environment and Infrastructure's revenue budget increases by 0.1% to R86.5 million as a result of the Energy Efficiency and Demand Side Management grant allocation. The expenditure budget increases by 4.1% to R143.9 million. Below is a highlight of programmes that are within the budget:

- Active and engaged citizenry - Environmental Education and Awareness;
- Sustainability environmental development - Water Resources Management: Healthy Rivers;
- Sustainability environmental development - Water Resources Management: Climate Change Resilience;
- Sustainability environmental development - Open Space Management;
- Sustainability environmental development - Climate Change;
- Sustainability environmental development - Waste Management;
- Environmental sustainability - Environmental Protection;
- Environmental sustainability - Water Resources Management: Healthy Rivers;
- Climate change - Air Quality Management; and
- Waste Management.

Housing

The 2020/21 revenue budget for the Housing department is decreased by 76.1% to R88.8 million as no grant funding for the Housing Top Structure was allocated. The expenditure budget decreases by 16.7% to R977.3 million mainly due to the decline in subsidies paid allocation in respect of the Housing Top Structure. Below is a highlight of programmes that are within the budget:

- Prioritising the formalisation of informal settlements;
- 1200 serviced sites constructed;
- 17200 Mixed housing opportunities created for households including Housing data base, special cases and military veterans;
- Refurbishment of Hostels; and
- Refurbishment of Senior Homes.

City Power

City Power's expected deficit after taxation (excluding capital grants and contributions) amounts to R511.5 million. Service charges - electricity: The projected electricity revenue of R16.9 billion is a 4.9% increase from the 2019/20 financial year. The increase is based on a proposed average tariff increase for electricity of 6.23% and the strategic drive to reduce total electricity losses to a level of 25.50% in the 2020/21 financial year. The expenditure budget increases by 6.6% to R17.8 billion due to a 6.85% average tariff increase for bulk purchases from City Power's main suppliers (Eskom, Kelvin and Ekurhuleni municipality). Below is a highlight of programmes that are within the budget:

- Financial sustainability - Revenue Enhancement, Non-Technical Losses Reduction and Customer Engagement Initiatives;
- Sustainable service delivery - Repairs and Maintenance of the infrastructure, Spot & repair Streetlight and Traffic Light Maintenance;
- Sustainable service delivery - Expanded Social Package (Siyasizana): Provision of Free Basic Electricity;
- Job opportunity and creation - SMME's Support and Youth Development;
- Safer city - Reducing petty crimes and enforcing by-laws;
- Focused improvement of ICT equipment and software;
- Interventions to mitigate electricity constraints;
- Revenue Management Programme;
- Performance Management Programme;
- Community based planning and enhanced community engagement, including Izimbizo; and
- COVID 19 Response - Continuation of Municipal Services.

Johannesburg Water

Joburg Water's expected surplus (excluding capital grants and contributions) amounts to R921.6 million. Service charges - water and sewerage: The projected water and sewerage revenue is estimated at R13.5 billion, approximately 7.6% increase from the 2019/20 financial year. The increase is based on an average tariff increase of 6.6%, based on a proposed Rand Water tariff increase of 6.6% and an estimated population growth increase of 1%. The expenditure budget increases by 5.7% to R12.8 billion mainly to cater for an increase of 6.6% on bulk purchases, and an assumed consumption increase of 3.6% attributable to population growth and extended water service to informal settlements. Below is a highlight of programmes that are within the budget:

- Sustainable service delivery - Basic Water and Sanitation;
- Sustainable service delivery - Provision of Bulk Services;
- Sustainable service delivery - Retrofitting and Water Repairs;
- COVID 19 Response - Provision of Basic Services;
- Improving Revenue Collection;
- Focused improvement of ICT equipment and software;
- Provision of Sanitation Services;
- Improve customer and stakeholder; and
- Scientific Services.

Pikitup

Pikitup's revenue budget increases by 6.5% to R2.9 billion. Service charges - refuse: The projected refuse revenue of R1.9 billion is a 4.8% increase from the 2019/20 financial year, the increase is based on a proposed average tariff increase of 5.2% and a proposed stepped tariff to ensure affordability for lower priced properties. The expenditure budget increases by 6.5% to R2.9 billion mainly due to critical vacancies to be filled

and to cater for staff leave provision. The subsidy allocation to Pikitup increases by 11% to R820.5 million. Below is a highlight of programmes that are within the budget:

- Sustainable service delivery - Cleaning of proclaimed informal settlements;
- Sustainable service delivery - Street sweeping (KleenaJoburg Campaign);
- Sustainable service delivery - Waste minimization; and
- Financial sustainability - Commercial services.

Johannesburg Social Housing Company (JOSHCO)

JOSHCO's total revenue budget increases by 18.1% to R215.1 million due to rental income as a result of the increase in rental units and income from agency services. Expenditure increases by 18.1% to R215.1 million mainly due to the cleaning insourcing salary adjustment as a result of the changes in working hours, and the increase in the number of security guards based on the shift and hours per security officer. Repairs and maintenance increased due to planned maintenance for the new Dobsonville, Turffontein, Wolmarans, Fraser House and Albert street projects. Below is a highlight of programmes that are within the budget:

- Social housing in the Inner City including student accommodation;
- Social housing in economic hubs in the Southern and Northern suburbs;
- Developing pro-active maintenance and service teams to preserve the City's buildings;
- Inner city regeneration, including key economic nodes - allocation of affordable housing units to low-income earning households;
- Fast-tracking service delivery, especially to poorer communities - Provide essential services to tenants (electricity, gas, refuse and water);
- Instilling best service standards - Online Leasing Application System;
- Project Security Upgrades (CCTV & Biometrics);
- Smart buildings (Energy efficient, Eco-Friendly); and
- Improvement of Revenue Collection.

HUMAN AND SOCIAL DEVELOPMENT CLUSTER

Human and Social Development Cluster Revenue	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Community Development	51 719	55 717	58 152	60 734
Health	162 459	172 763	182 864	195 073
Social Development	655	689	719	751
Public Safety	1 527 787	1 531 375	1 605 034	1 677 262
Johannesburg City Parks And Zoo	1 097 538	1 156 253	1 219 118	1 285 851
Joburg City Theatres	199 383	209 836	220 930	232 727
Total Revenue	3 039 541	3 126 633	3 286 817	3 452 398

The revenue budget of the Human and Social Development Cluster increases by 2.9% from the 2019/20 financial year.

Human and Social Development Cluster Expenditure	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Community Development	1 239 058	1 304 280	1 361 374	1 434 520
Health	1 144 072	1 212 947	1 286 278	1 364 238
Social Development	439 714	461 922	485 727	511 083
Public Safety	5 501 435	5 815 666	6 171 169	6 528 663
Johannesburg City Parks And Zoo	1 097 538	1 156 253	1 219 118	1 285 851
Joburg City Theatres	199 383	209 836	220 930	232 727
Total Expenditure	9 621 200	10 160 904	10 744 596	11 357 082

The expenditure budget of the Human and Social Development Cluster increase by 5.6% from the 2019/20 financial year. Below follows the budget per department and municipal entity within the human and social development cluster.

Community Development

Community Development’s revenue budget increases by 7.7% to R55.7 million. The expenditure budget increases by 5.3% to R1.3 billion.

Below is a highlight of programmes that are within the budget:

- Health, Community and Social Services - Extended library hours on Fridays/Saturdays;
- Health, Community and Social Services - Selected libraries deliver regular educational workshops and special holiday programmes on substance abuse;
- Smart city - Enhanced access to ICT infrastructure, including free Wi-Fi; and
- Jobs and Growth - Implementation of the City's substance abuse strategy.

Health

Health Department's revenue budget increases by 6.3% to R172.8 million. The expenditure budget increases by 6% to R1.2 billion due to an increase in employee related costs as a result of extended service hours to 14 additional clinics as well as to cater for staffing requirements for 6 additional Substance Abuse Centres, 10 mobile clinics and 3 new additional clinics (Florida, Bophelong and Claremont clinics). Below is a highlight of programmes that are within the budget:

- Sustainable service delivery - Primary Health Care;
- Safer city - Substance Abuse; and
- Sustainable service delivery - Environmental Health.

Social Development

Social Development's revenue budget increases by 5.2% to R689 thousand. The expenditure budget increases by 5.1% to R461.9 million. Below is a highlight of programmes that are within the budget:

- Job opportunity and creation - EPWP and SMME's Support;
- Economic development - Co-operatives Development, Urban Farming and Agro-processing Programme, Skills Development Programme and Strategic Youth Development Agenda;
- Smart city - Digital Computerized Clubhouses and Hydroponic Farming;
- Active and engaged citizenry - Mayoral Izimbizo and Local Drug Action Committees;
- Sustainable service delivery - Johannesburg Migration Advisory Committee and Johannesburg Migration Advisory Plan (JMAP);
- Safer city - Combat Gender Based Violence, Substance Abuse Programme and Initiatives for displaced persons;
- Sustainable service delivery - Food Bank Resilience;
- Sustainable environmental development - Food Gardens Resilience and Sustainable Organic & Mushroom Farming;
- Integrated human settlements - Initiatives & Programmes targeting Migrants;
- People With Disability;
- Policy Development and Research;
- Monitoring and evaluation of the Expanded Service Package; and
- Early Childhood Development.

Public Safety

The revenue budget of Public Safety increases by 0.2% to R1.5 billion due to anticipated revenue from poundage and storage fees. The expenditure budget increases by 5.7% to R5.8 billion mainly due to the increases in employee related costs, depreciation and assets impairment. The programmes within the budget are highlighted below:

Public Safety Head Office

- Improvement in Intelligent Policing through Integrated Operations Centre (IOC) link-up to CCTV Camera Network and Software Applications;
- Modernisation of Licensing Centres; and
- Disaster preparedness.

Emergency Management Services (EMS)

- Increasing the levels of public safety and sense of security experienced by residents of our City;
- Improve emergency response times;
- Emergency Management Services by-law enforcement; and
- Emergency Prevention – Community training.

Johannesburg Metropolitan Police Department (JMPD)

- Joburg 10+ programme - Ward based deployment;
- Visible policing and by-law enforcement activities in the Inner-City; and
- Traffic and By-Law Enforcement.

Johannesburg City Parks and Zoo

City Parks and Zoo revenue budget increases by 5.3% to R1.2 billion. The expenditure budget increases by 5.3% to R1.2 billion in line with revenue. The subsidy allocation to City Parks and Zoo increases by 7.5% to R951.9 million to cater for the implementation of horticultural programs. Below is a highlight of programmes that are within the budget:

- Sustainable service delivery - Horticulture and Arboriculture;
- Sustainable service delivery - Research & Development;
- Smart city - Wi-Fi enabled open space facilities and Cemetery Records Automation;
- Active and engaged citizenry - Environmental Education and Mayoral Izimbizo;
- Sustainable environmental development - Greening Programme;
- Job opportunity and creation - EPWP and SMME's Support; and
- Infrastructure Maintenance Plan.

Joburg City Theatres

The total revenue of Joburg City Theatres increases by 5.2% to R209.8 million. Total expenditure increases in line with revenue by 5.2% to R209.8 million. The Joburg City Theatre's subsidy increases by 24.9% to R160.4

million mainly due to a decrease in other revenue (17.4%) due to the impact of the Covid-19 lockdown on operations. Below is a highlight of programmes that are within the budget:

- Health, Community and Social Services - Insourcing of catering services to the City; and
- Health, Community and Social Services - Opening and operationalising the amphitheatre at Jabulani precinct.

ECONOMIC GROWTH CLUSTER

Economic Growth Cluster Revenue	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Economic Development	23 955	19 819		
Transport	559 773	999 371	1 375 840	959 114
Development Planning	65 617	77 282	89 118	92 823
Joburg Market	510 097	536 488	561 710	581 072
Johannesburg Property Company	902 806	968 637	1 016 684	1 073 151
Johannesburg Development Agency	108 217	120 980	128 043	135 471
Johannesburg Roads Agency	1 409 612	1 484 876	1 565 231	1 657 231
Metrobus	730 717	767 999	808 193	889 629
Total Revenue	4 310 794	4 975 453	5 544 819	5 388 491

The revenue budget of the Economic Growth Cluster increases by 15.4%.

Economic Growth Cluster Expenditure	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Economic Development	161 273	170 139	186 377	195 751
Transport	1 719 109	1 803 179	2 027 441	1 728 521
Development Planning	375 137	397 418	440 439	465 898
Joburg Market	381 835	382 660	394 417	483 989
Johannesburg Property Company	902 806	968 637	1 016 684	1 073 151
Johannesburg Development Agency	108 217	120 980	128 043	135 471
Johannesburg Roads Agency	1 409 612	1 484 876	1 565 231	1 657 231
Metrobus	730 717	767 999	808 193	889 629
Total Expenditure	5 788 706	6 095 888	6 566 825	6 629 641

The expenditure budget of the Economic Growth Cluster increases by 5.3% from the 2019/20 financial year. Below follows the budget per department and municipal entity within the economic development cluster.

Economic Development

The revenue decreased by 17.3% to R19.8 million due to the reduction of the Expanded Public Works Program (EPWP) incentive grant. The expenditure budget increases by 5.5% to R170.1 million mainly due to consumer price inflation linked increases. Below is a highlight of programmes that are within the budget:

- Expanding the reach and rollout of the basket of services offered to SMMEs via the City's Opportunity Centres;
- The rollout of a Youth Skills Programmes, Learnership and Artisan;
- The rollout of the City's Work seekers' Database;
- Implementation of investment facilitation programme;
- Tourism Development and Marketing; and
- Integrated Regional Economic Development – Cross border implementation plan.

Transport Department

The department's revenue budget increases by 78.5% to R999.3 million in the 2020/21 financial year mainly due to the Public Transport Network Operating Grant (PTNOG) allocation from the National Treasury and revenue from the Johannesburg International Transport Interchange (JITI). The expenditure budget increases by 4.9% to R1.8 billion mainly due to consumer price index linked increases across expenditure categories. Below is a highlight of the programs that are within the budget:

- Quality Rea Vaya Services through Phase 1A and 1B;
- Rea Vaya Phase 1C infrastructure rollout (stations, depots and interchanges) including Intelligent Transport Systems (ITS);
- Operationalisation of the Johannesburg International Transport Interchange;
- SMME Development: Phase 1C(a) Bus Operating Company (BOC) Formation; and
- Redevelopment of Inner City taxi ranks.

Development Planning

Development Planning's revenue budget increases by 17.7% to R77.2 million mainly as a result of increased donor funding. The expenditure budget increases by 5.9% to R397.4 million.

Below is a highlight of programmes that are within the budget:

- Jobs and Growth - Revitalising and modernising the Johannesburg economy;
- Jobs and Growth - Increased competitiveness of the economy;
- Jobs and Growth - A City characterised by social inclusivity and enhanced social cohesion;
- Jobs and Growth – A responsive, corruption-free, efficient and productive Metropolitan Government;
- Jobs and Growth - Implementation of TOD's implementation plan to reduce spatial planning inequalities;
- Jobs and Growth - The significant improvement in the ease and experience of doing business in the City;
- Jobs and Growth - Targeted capital investment to accelerate the regeneration of the Inner City to improve economic growth; and

- Preserve our resources for future generations - Integrated planning, policy development and standards setting.

Joburg Market

The total revenue for the Joburg Market increases by 5.2% to R536.5 million due to the increases in agency services fees. The expenditure budget increases by 0.2% to R382.7 million mainly due to the consumer price index linked salary increase and the increased provision for depreciation and asset impairment. Below is a highlight of the programmes that are within the budget:

- Increase of black commercial farmers' produce sold at the market;
- Launch of Wi-Fi facility – for commercial purposes and SMME development;
- Maximize revenue to R9 billion turnover by 2022/23;
- Unemployed Youth Mainstreaming (EPWP's): and
- Trading that encourages cashless facilities.

Johannesburg Property Company (JPC)

The JPC's total revenue increases by 7.3% to R968.6 million due to the increase in other revenue anticipated to be earned post the level 5 Covid-19 lockdown restrictions and an increase in internal charges for the cleaning service. The expenditure budget increases by 7.3% to R968.6 million in line with the consumer price index. Below is a highlight of the programmes that are within the budget:

- Jobs and Growth - Improved support to SMMEs in the City to empower more entrepreneurs;
- Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021;
- Stimulate developments in the South through mega projects and Township Economies through property transactions and developments;
- Regeneration of the inner cities of Joburg, Randburg and Roodepoort through the release of derelict buildings to the private sector; and
- Financial Sustainability - Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents.

Johannesburg Development Agency

The total revenue of Johannesburg Development Agency increases by 11.8% to R120.9 million. Total expenditure increases in line with revenue by 11.8% to R120.9 million. The subsidy decreases by 32.9% to R40.6 million mainly as a result of the Agency receiving additional subsidy in FY 19 / 20 to alleviate the decrease in revenue due to the pandemic.

Below is a highlight of programmes that are within the budget:

- Integrated human settlements - Strategic economic node delivery programme and public infrastructure delivery programme;
- Job opportunity and creation - economic empowerment programme; and
- Good governance – good governance, management and administration programme.

Johannesburg Roads Agency

The total revenue for the Johannesburg Roads Agency increased by 5.3% to R1.48 billion in the 2020/21 financial year due to the increase in the CoJ subsidy. The expenditure budget increases by 5.3% to R1.48 billion mainly due to the CPI linked increase on employee related costs and other categories of expenditure. Below is a highlight of the programs that are within the budget:

- Road Rehabilitation and Resurfacing;
- Tarring of Gravel Roads;
- Bridge Rehabilitation;
- Informal settlements – Tarring of Zandspruit Access Road;
- Traffic Signals Upgrade – Mobility; and
- Stormwater Management

Metrobus

The total revenue for Metrobus increases by 5.1% to R768 million in 2020/21 mainly due to the increase in the CoJ subsidy and other revenue. The expenditure budget increases by 5.1% to R768 million mainly as a result of the CPI linked increase on employee related costs, other expenditure categories and the interest on mirror conduit loans. Below is a highlight of programmes that are within the budget:

- Re-fleeting: procurement, refurbishment and/or leasing of buses;
- Financial viability – move out of technical insolvency; and
- Day-to-Day transportation of passengers.

GOOD GOVERNANCE CLUSTER

Good Governance Cluster Revenue	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Group Forensic Investigation Services				
Office Of The Ombudsman				
City Manager	2 073	166	174	183
Group Information And Communication Technology				
Group Finance	21 098 271	22 968 065	24 550 316	26 129 644
Group Corporate And Shared Services	6 200	13 000	13 764	14 040
Metropolitan Trading Company	466 265	513 467	538 390	564 126
Speaker: Legislative Arm Of Council				
Municipal Entities Accounts	139 569	303 643	360 764	376 998
Total Revenue	21 712 378	23 798 341	25 463 408	27 084 992

The revenue budget of the Good Governance Cluster increases by 9.6%.

Good Governance Cluster Expenditure	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Group Forensic Investigation Services	97 245	102 499	108 132	114 315
Office Of The Ombudsman	28 142	29 718	31 404	33 198
City Manager	1 217 810	1 518 183	1 596 516	1 679 949
Group Information And Communication Technology	706 715	760 019	795 838	834 813
Group Finance	5 276 243	6 064 988	6 389 461	6 855 382
Group Corporate And Shared Services	427 021	450 423	475 486	502 154
Metropolitan Trading Company	466 265	513 467	538 390	564 126
Speaker: Legislative Arm Of Council	442 760	468 508	496 298	525 502
Municipal Entities Accounts	1 630 861	1 670 188	1 883 185	2 058 529
Total Expenditure	10 293 062	11 577 993	12 314 710	13 167 968

The expenditure budget of the Good Governance Cluster increases by 12.5%. Below follow the key focus areas for the budget per department within the good governance cluster.

Group Forensic Investigation Services

Group Forensic and Investigation Service’s expenditure budget increases by 5.4% to R 102.5 million. Below is a highlight of programmes that are within the budget:

- Prevent, combat and investigate all forms of crime committed against the City including fraud, corruption, theft and maladministration;
- Communicating and sensitising all relevant stakeholders regarding the City’s stance on Fraud, corruption, theft, hijacked properties and maladministration;

- Investigate hijacked buildings and facilitate the arrest and prosecution of offenders;
- Complete investigations in relation to an investigation methodology. Issuing of a final report for disciplinary action, recoveries and /or reporting the case to SAPS and NPA for investigation;
- Improved turnaround times for the completion of investigations and;
- Follow up and monitoring cases referred to Group Legal for recovery of losses and civil claims.

Ombudsman

Ombudsman's expenditure budget increases by 5.6% to R29.7 million. Below is a highlight of programmes that are within the budget:

- Resolving grievances and disputes for the citizens of Johannesburg in an amicable manner;
- Improved accessibility, transparency and accountability in relation to service delivery by having footprint in all City regions
- Improved system of governance and customer service delivery; and
- Instilling best service standards by City employees.

City Manager

The City Manager's revenue budget decreases by 92% to R166 thousand. The expenditure budget increases by 24.7% to R1.5 billion. Below is a highlight of programmes that are addressed within the budget:

Group Audit, Risk and Compliance

- Improvement in Enterprise Risk Management for the City;
- Safeguarding and securing City's assets and liabilities; and
- Improved assurance for the City by complying with IIA Standard 1300.

Office of the City Manager

- Focussing on driving up capital expenditure investment in infrastructure;
- Cutting wasteful expenditure on non-core functions by monitoring resolution of audit queries raised in the AGSA management letter;
- Driving the "service with pride" campaign;
- Youth Development Programme; and
- Community Based Planning.

Citizen Relations and Urban Settlement

- Monthly citizen engagement activities aimed at creating awareness and public participation.

- Quarterly monitoring of service delivery in the CoJ regions - Stakeholder engagement, Regional Walkabouts, Awareness Campaigns, Public meetings, CBP Community Engagements;
- Phase 1 Implementation of Augmented service delivery model; and
- 135 ward profiles reviews.

Group Strategy and Monitoring

- Improved well-being of residents, increased global competitiveness, exemplary African City of Innovation; and
- Driving the "service with pride" campaign through enhanced public participation, Community Ownership of planning and development.

Group Legal and Contracts

- Ensure successful prosecutions on by-law related infringements;
- Ensure legally sound contracts that protect the interests of the CoJ and promote service delivery;
- Speedy resolution of disciplinary cases to avoid long and costly suspensions; and
- Reducing petty crimes and enforcing by-laws.

Group Marketing and Communications

- Implementation of integrated advertising and marketing initiatives that respond to the needs of citizens, customers, stakeholders and businesses on all communication platforms.

Office of the Executive Mayor

- A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares.

ME Governance MC Support

- Outline and strengthen the accountability of the Board of Directors of the ME to the City with respect to the service delivery mandate of the ME; and
- Promote transparency and good governance.

Group Information and Communication Technology:

Group Information Communication Technology's expenditure budget increases by 7.5% to R760 million due to an 11.4% increase in depreciation.

Below is a highlight of programmes that are within the budget:

- Smart City - Wi-Fi roll out and smart City enablement;
- Financial sustainability - modernizing legacy applications, SAP business transformation, and upgrade of security hardware equipment and Licenses; and
- Encourage innovation and efficiency through the Smart City programme - enhanced access to ICT infrastructure, including free Wi-Fi.

Group Finance

Group Finance's revenue budget increases by 8.9% to R23 billion. The expenditure increases by 14.9% to R6.1 billion. Below is a highlight of programmes that are within the budget:

- Meaningful progress towards addressing the historical infrastructure backlog resulting in better quality, reliable services for the City's residents;
- Increasing revenue collection;
- Increasing capital budget capacity in the city;
- Payment of invoices within 30 days of receiving invoices;
- Establishing controls to reduce irregular expenditure;
- Implementation of Valuations system;
- Supply Chain Management turnaround strategy and deployment of Procurement Policy to support SME's and Economic Growth;
- mSCOA and SAP enhancement implementation;
- Implementation of Revenue Strategy;
- Focussing on driving up capital expenditure investment in infrastructure;
- Increasing responsiveness to billing problems;
- Cutting wasteful expenditure on non-core functions; and
- Improve governance and attainment of clean audit.

Group Corporate and Shared Services

Group Corporate Shared Service's revenue budget increases by 109.7% to R13 million mainly as a result of LG SETA training rebates. The expenditure budget increases by 5.5% to R450.4 million.

Below is a highlight of programmes that are within the budget:

- Jobs and growth – being the achievement of inclusive economic growth that drives job creation; and
- Day to day programmes being management support, human capital management and health and safety.

Metropolitan Trading Company

Revenue of the entity increases by 10.1% to R513.5 million. The expenditure budget increases by 10.1% to R513.5. Below is a highlight of programmes that are within the budget:

- Improve access throughout the City to enable economic growth by rolling out free Wi-Fi services to the City's residents.
- Enhanced, quality services and sustainable environmental practices by ensuring 99% of the network, Wi-Fi and CCTVs are consistently available and running for end users, creating jobs through SMMEs and maintaining fibre networks.

Speaker: Legislative Arm of Council

Speaker's expenditure budget increases by 5.8% to R 468.5 million. Below is a highlight of programmes that are within the budget:

- Provide support to strengthen Sec 79 Committees and Chairpersons in order to enhance oversight and scrutiny over the executive;
- Creating a responsive administration focussed on delivering service with pride to the City's residents by encouraging communities to participate in all issues affecting COJ Municipality and develop an E-petition system that will track and effectively channel petitions;
- Ensure efficient By-Law making review process in consultation with communities to enable development and revision of City Policies;
- Public participation through timely publication of the IDP and Budget Review Process;
- Meaningful public participation through civic education for the publicity; and
- Creating a platform for communities to raise issues for redress by the City.

Municipal Entities Accounts

The revenue for the municipal entities accounts increases by 117.6% to R303.6 million. The increase mainly relates to the revenue generated from outdoor advertising and servitude rights to be earned compared to the 2019/20 reduced base as a result of the Covid-19 lockdown regulations. The expenditure for the municipal entities accounts increases by 2.4% to R1.7 billion. The increase in expenditure relates to the increased provision for depreciation and asset impairment, other general expenditure (utility charges), and internal charges.

2.11.2 Medium Term Capital Budget per Cluster

The level of capital expenditure and borrowing are based on the principles of affordability, prudential indicators and sustainability (debt to revenue ratio, current ratio, operating surplus and the impact or return of the capital investment on the operating account).

The proposed capital budget projects a spending plan of approximately R22.6 billion over the next three-year period. Below follows a high-level summary of the Capital Budget per Cluster.

SUSTAINABLE CLUSTER

Sustainable Cluster Capital	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Environment And Infrastructure	39 970	192 300	200 000	10 000
Housing	1 514 408	1 064 997	1 070 000	1 000 000
City Power	901 231	738 526	880 098	949 000
Johannesburg Water	1 060 681	1 091 567	993 375	1 030 850
Pikitup	102 250	141 823	156 041	129 960
Johannesburg Social Housing Company	405 700	378 000	505 900	501 690
Total Capital	4 024 240	3 607 213	3 805 414	3 621 500

The three-year medium-term capital budget of the Sustainable Cluster amounts to approximately R11 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

HUMAN AND SOCIAL DEVELOPMENT CLUSTER

Human and Social Development Cluster Capital	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Community Development	131 683	77 047	145 000	142 635
Health	99 008	113 200	57 530	75 200
Social Development	5 000	15 600	79 745	50 000
Public Safety	111 800	162 200	121 365	104 000
Johannesburg City Parks And Zoo	66 700	53 700	37 500	53 300
Joburg City Theatres	34 751	36 108	6 019	6 621
Total Capital	448 942	457 855	447 159	431 756

The three-year medium-term capital budget of the Human and Social Development Cluster amounts to approximately R1.3 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

ECONOMIC GROWTH CLUSTER

Economic Growth Cluster Capital	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Economic Development	13 170	5 680	5 680	
Transport	1 118 100	683 153	685 939	1 170 892
Development Planning	263 700	200 206	201 610	184 084
Joburg Market	70 015	200 410	195 510	185 000
Johannesburg Property Company	160 080	147 981	35 000	60 000
Johannesburg Development Agency	165 288	192 788	203 980	157 000
Johannesburg Roads Agency	1 140 860	1 131 500	1 122 000	1 102 271
Metrobus	93 490	145 230	111 500	90 700
Total Capital	3 024 703	2 706 948	2 561 219	2 949 946

The three-year medium-term capital budget of the Economic Growth Cluster amounts to approximately R8.2 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

GOOD GOVERNANCE CLUSTER

Good Governance Cluster Capital	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Group Forensic Investigation Services		900	100	
Office Of The Ombudsman	2 000	2 000	2 000	
City Manager	9 321			
Group Information And Communication Technology	486 629	390 500	350 600	340 600
Group Finance	5 525	23 000	38 000	10 500
Group Corporate And Shared Services	236 600	253 145	298 358	301 534
Metropolitan Trading Company		15 000		
Speaker: Legislative Arm Of Council	9 500	2 000	5 000	
Total Capital	749 575	686 545	694 058	652 634

The three-year medium-term capital budget of the Good Governance Cluster amounts to approximately R2 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

The tables that follow present detailed operating and capital budgets of departments and MEs.

Operating Core Administration

CORE ADMINISTRATION
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates	7 914 688	9 087 994	12 371 980	12 292 550	12 292 550	13 215 032	13 796 493	14 417 336
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse	(2 306)	(38)	52					
Service charges - other	336 156	348 614	354 974	388 525	361 525	438 772	470 564	491 219
Rental of facilities and equipment	122 850	123 502	135 158	157 817	132 885	165 490	172 791	180 592
Interest earned - external investments	628 806	504 019	758 180	300 000	300 000	316 200	331 061	347 614
Interest earned - outstanding debtors	95 553	139 668	205 751	160 095	160 095	166 579	174 464	181 296
Fines, penalties and forfeits	239 806	211 547	560 309	1 004 523	1 004 523	1 058 764	1 113 813	1 163 942
Licences and permits	3 649	8 202	8 196	7 503	8 282	8 379	8 231	8 287
Agency services	14		265 108	280 924	280 924	295 532	308 537	322 422
Transfers and subsidies received	6 697 971	7 169 628	7 863 459	9 037 510	9 041 639	9 923 671	10 920 712	11 409 997
Other revenue	435 957	638 085	696 871	655 398	514 069	695 723	1 087 002	1 134 448
Gains on disposal of PPE				56 215		33 000	34 716	36 278
Revenue	16 473 144	18 231 221	23 220 037	24 341 060	24 096 492	26 317 142	28 418 384	29 693 430
Interest Income (Sweeping Account)				87 813	348 056	293 339	361 273	350 624
Interest on Loans (Core)	1 022 831	1 076 699	1 133 270	988 208	971 790	833 667	882 673	973 950
Internal recoveries (ME's)	456 472	403 874	515 370	929 791	790 827	836 606	879 770	923 757
Internal Recoveries (Core)	167 747	141 397	432 058	783 710	786 049	827 502	870 503	914 029
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	1 647 051	1 621 970	2 080 698	2 789 522	2 896 722	2 791 114	2 994 219	3 162 360
Total Revenue	18 120 195	19 853 190	25 300 735	27 130 582	26 993 214	29 108 256	31 412 603	32 855 790
Expenditure By Type								
Employee related costs	5 364 473	5 900 179	7 652 502	9 126 019	8 750 290	9 363 482	9 956 637	10 575 903
Remuneration of Councillors	139 594	156 206	162 088	181 408	181 408	176 716	198 268	210 019
Debt impairment	788 672	881 807	1 616 568	1 228 750	1 243 865	1 724 178	1 788 020	1 856 785
Depreciation and asset impairment	2 012 070	2 070 521	2 053 486	2 878 706	2 881 576	3 047 655	3 224 807	3 485 786
Finance charges	2 337 713	2 519 899	2 390 475	2 782 275	2 782 502	3 014 680	3 201 142	3 515 252
Bulk purchases								
Repairs and maintenance	441 843	233 653	220 860	621 469	512 153	582 204	674 533	707 349
Other materials				27 343				
Contracted services	1 670 219	1 424 447	1 301 028	1 933 380	1 764 523	1 842 782	1 978 646	1 583 903
Transfers and subsidies paid	495 729	269 998	159 802	426 903	321 484	35 340	43 251	109 237
Other expenditure	2 517 438	2 686 350	2 525 979	3 036 188	3 403 089	3 693 757	3 980 440	4 171 520
Contributions to/(from) provisions	(126 968)	(232 081)	(142 726)	(123 132)	(123 132)	(129 535)	(136 506)	(142 318)
Loss on disposal of PPE	41 268	292 848	24 913					
Expenditure	15 682 051	16 203 825	17 964 976	22 119 310	21 717 759	23 351 259	24 909 238	26 073 435
Interest (Sweeping Account)				74 389	183 364	154 865	160 956	167 036
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	258 746	619 368	727 658	282 401	468 559	522 965	542 643	569 849
Internal Charges (Core)	165 427	145 789	437 879	783 710	786 049	827 502	870 503	914 029
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's	3 378 690	3 414 593	3 934 836	4 075 061	4 537 588	4 754 740	5 010 390	5 340 665
Total Internal Transfers	3 802 863	4 179 751	5 100 373	5 215 561	5 975 560	6 260 072	6 584 492	6 991 579
Total Expenditure	19 484 914	20 383 576	23 065 349	27 334 871	27 693 319	29 611 331	31 493 730	33 065 015
Surplus/(Deficit) before capital grants	(1 364 719)	(530 386)	2 235 386	(204 289)	(700 105)	(503 074)	(81 127)	(209 224)
Transfers recognised								
Capital Grants	2 278 954	1 962 330	2 300 830	2 215 073	2 568 103	1 755 310	1 712 527	2 158 228
Capital Contributions	97 491	77 767	139 001	30 000	30 000	34 700	29 000	30 000
Surplus/(Deficit)	1 011 726	1 509 711	4 675 217	2 040 784	1 897 998	1 286 936	1 660 400	1 979 004
Taxation								
Surplus/(Deficit) for the year	1 011 726	1 509 711	4 675 217	2 040 784	1 897 998	1 286 936	1 660 400	1 979 004

ECONOMIC DEVELOPMENT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	111	1 492	1 722	23 955	23 955	19 819		
Other revenue	38							
Gains on disposal of PPE								
Revenue	149	1 492	1 722	23 955	23 955	19 819		
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	149	1 492	1 722	23 955	23 955	19 819		
Expenditure By Type								
Employee related costs	68 111	73 002	70 873	92 337	89 322	94 905	101 034	107 346
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	1 934	1 740	2 240	15 233	15 233	16 132	16 886	17 136
Finance charges								
Bulk purchases								
Repairs and maintenance	7 770	(2 795)	2 592	5 511	10 516	10 958	11 486	12 032
Other materials								
Contracted services	6 844	1 963	5 009	6 304	2 901	3 023	3 209	3 360
Transfers and subsidies paid	44 782	1 184	5 297	10 961	1 900	1 980	8 423	8 812
Other expenditure	50 151	42 828	25 092	38 384	41 401	43 140	45 339	47 065
Contributions to/(from) provisions		(162)						
Loss on disposal of PPE	3							
Expenditure	179 596	117 761	111 104	168 730	161 273	170 139	186 377	195 751
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	55	3 890	(48)	21 530	25 477	19 076	2 058	2 180
Internal Charges (Core)	4 400	1 232	790	4 849	4 849	5 115	5 380	5 649
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	4 456	5 122	742	26 379	30 326	24 191	7 438	7 829
Total Expenditure	184 052	122 882	111 846	195 109	191 599	194 330	193 815	203 580
Surplus/(Deficit) before capital grants	(183 902)	(121 390)	(110 124)	(171 154)	(167 644)	(174 511)	(193 815)	(203 580)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(183 902)	(121 390)	(110 124)	(171 154)	(167 644)	(174 511)	(193 815)	(203 580)
Taxation								
Surplus/(Deficit) for the year	(183 902)	(121 390)	(110 124)	(171 154)	(167 644)	(174 511)	(193 815)	(203 580)

ENVIRONMENT AND INFRASTRUCTURE
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments	31 082	30 788	30 300					
Interest earned - outstanding debtors				32 300	32 300	32 300	33 980	33 980
Fines, penalties and forfeits								
Licences and permits	2 306	7 051	7 100	6 050	7 150	7 200	7 000	7 000
Agency services								
Transfers and subsidies received	16 387	231			10 000	10 000	11 000	12 000
Other revenue	36 946	37 096	37 022	37 000	37 000	37 000	37 000	37 000
Gains on disposal of PPE								
Revenue	86 721	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	86 721	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Expenditure By Type								
Employee related costs	62 633	65 017	68 185	73 837	71 752	76 237	81 002	86 065
Remuneration of Councillors								
Debt impairment	31 044	31 192	45 300	32 300	32 300	32 300	32 300	32 300
Depreciation and asset impairment	3 912	9 147	12 929	9 719	13 237	13 572	14 304	24 904
Finance charges								
Bulk purchases								
Repairs and maintenance	2 513	1 245	839	2 274	1 050	1 094	1 142	1 193
Other materials								
Contracted services	76 650	18 875	19 581	40 928	16 889	17 598	18 372	19 199
Transfers and subsidies paid								
Other expenditure	5 849	3 203	3 309	3 003	2 956	3 080	3 216	3 361
Contributions to/(from) provisions								
Loss on disposal of PPE	3 046	58	1					
Expenditure	185 647	128 738	150 145	162 061	138 184	143 881	150 336	167 022
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	11	(2 429)			10 000	10 000	11 000	12 000
Internal Charges (Core)	822	1 038	717	3 716	3 716	3 931	4 135	4 342
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	833	(1 391)	717	3 716	13 716	13 931	15 135	16 342
Total Expenditure	186 480	127 346	150 862	165 777	151 900	157 812	165 471	183 364
Surplus/(Deficit) before capital grants	(99 759)	(52 180)	(76 440)	(90 427)	(65 450)	(71 312)	(76 491)	(93 384)
Transfers recognised								
Capital Grants								
Capital Contributions	504							
Surplus/(Deficit)	(99 255)	(52 180)	(76 440)	(90 427)	(65 450)	(71 312)	(76 491)	(93 384)
Taxation								
Surplus/(Deficit) for the year	(99 255)	(52 180)	(76 440)	(90 427)	(65 450)	(71 312)	(76 491)	(93 384)

TRANSPORT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	206 165	211 990	252 465	550 818	432 066	807 365	857 023	416 950
Other revenue	132 121	124 501	158 698	206 760	127 707	192 006	518 817	542 164
Gains on disposal of PPE								
Revenue	338 285	336 491	411 163	757 578	559 773	999 371	1 375 840	959 114
Interest Income (Sweeping Account)								
Interest on Loans (Core)	13 018	1 594	3 703					
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	13 018	1 594	3 703					
Total Revenue	351 303	338 085	414 866	757 578	559 773	999 371	1 375 840	959 114
Expenditure By Type								
Employee related costs	165 843	184 408	182 722	211 045	187 156	198 853	204 156	216 916
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	443 161	475 178	493 945	669 232	669 232	705 371	749 635	799 999
Finance charges	19 486	16 805	14 543	7	7	7	7	7
Bulk purchases								
Repairs and maintenance	155 485	20 787	56 782	126 255	55 753	58 095	125 766	131 867
Other materials				12 550				
Contracted services	505 392	467 833	515 255	667 677	657 475	685 089	785 259	335 648
Transfers and subsidies paid	2 000	499	14 047	146 264	11 845	12 342	12 885	77 121
Other expenditure	71 580	94 597	31 000	110 400	137 641	143 422	149 733	166 963
Contributions to/(from) provisions								
Loss on disposal of PPE	1 920	84 738	3 927					
Expenditure	1 364 868	1 344 845	1 312 222	1 943 430	1 719 109	1 803 179	2 027 441	1 728 521
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	3 447	90 937	85 500	48 078	98 672	104 677	110 581	116 714
Internal Charges (Core)	965	4 414	69 564	111 834	111 950	118 074	124 214	130 425
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	4 412	95 351	155 064	159 912	210 622	222 751	234 795	247 139
Total Expenditure	1 369 280	1 440 195	1 467 286	2 103 342	1 929 731	2 025 930	2 262 236	1 975 660
Surplus/(Deficit) before capital grants	(1 017 977)	(1 102 110)	(1 052 420)	(1 345 764)	(1 369 958)	(1 026 559)	(886 396)	(1 016 546)
Transfers recognised								
Capital Grants	807 431	685 585	660 256	636 700	636 700	244 153	201 939	687 892
Capital Contributions								
Surplus/(Deficit)	(210 546)	(416 525)	(392 164)	(709 064)	(733 258)	(782 406)	(684 457)	(328 654)
Taxation								
Surplus/(Deficit) for the year	(210 546)	(416 525)	(392 164)	(709 064)	(733 258)	(782 406)	(684 457)	(328 654)

COMMUNITY DEVELOPMENT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	4 088	4 981	5 847	4 041	2 041	4 250	4 448	4 596
Rental of facilities and equipment	2 645	2 609	2 779	4 580	4 580	4 819	5 049	5 302
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits	433	375	458	1 353	1 353	1 423	1 490	1 564
Licences and permits								
Agency services								
Transfers and subsidies received	25 543	18 000	18 600	25 000	25 000	25 500	26 500	27 500
Other revenue	13 745	8 466	12 131	18 745	18 745	19 725	20 665	21 772
Gains on disposal of PPE								
Revenue	46 454	34 431	39 815	53 719	51 719	55 717	58 152	60 734
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	46 454	34 431	39 815	53 719	51 719	55 717	58 152	60 734
Expenditure By Type								
Employee related costs	413 566	445 222	467 560	508 112	510 953	542 888	576 355	598 873
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	230 906	225 700	231 481	268 397	268 397	282 376	299 192	314 123
Finance charges	22	(21)	(24)					
Bulk purchases								
Repairs and maintenance	63 570	(8 691)	92 561	184 577	176 102	183 499	191 573	200 422
Other materials				14 687				
Contracted services	11 873	8 789	8 589	10 269	9 812	10 224	9 145	9 480
Transfers and subsidies paid	5 111	6 489	6 607	6 694	6 694	6 975	7 282	7 984
Other expenditure	322 111	288 817	133 458	269 330	267 100	278 318	277 827	303 638
Contributions to/(from) provisions	(388)	(305)	(1 335)					
Loss on disposal of PPE	74	34	200					
Expenditure	1 046 845	966 034	939 099	1 262 066	1 239 058	1 304 280	1 361 374	1 434 520
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	20 090	108 742	20 819	13 496	26 877	19 266	20 310	21 381
Internal Charges (Core)	9 734	9 828	93 134	169 879	169 879	179 079	188 389	197 809
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	29 823	118 570	113 953	183 375	196 756	198 345	208 699	219 190
Total Expenditure	1 076 668	1 084 604	1 053 052	1 445 441	1 435 814	1 502 625	1 570 073	1 653 710
Surplus/(Deficit) before capital grants	(1 030 214)	(1 050 173)	(1 013 237)	(1 391 722)	(1 384 095)	(1 446 908)	(1 511 921)	(1 592 976)
Transfers recognised								
Capital Grants	26 132	(510)	450					
Capital Contributions	6 123	3 329	432					
Surplus/(Deficit)	(997 959)	(1 047 354)	(1 012 356)	(1 391 722)	(1 384 095)	(1 446 908)	(1 511 921)	(1 592 976)
Taxation								
Surplus/(Deficit) for the year	(997 959)	(1 047 354)	(1 012 356)	(1 391 722)	(1 384 095)	(1 446 908)	(1 511 921)	(1 592 976)

HEALTH
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	8	4	6					
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits	1 342	1 151	1 083	1 453	1 132	1 179	1 231	1 287
Agency services								
Transfers and subsidies received	145 801	147 367	155 726	161 327	161 327	171 584	181 633	193 786
Other revenue	1 748	421	574					
Gains on disposal of PPE								
Revenue	148 899	148 942	157 389	162 780	162 459	172 763	182 864	195 073
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	47	80	289					
Internal Recoveries (Core)					321	337	352	370
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	47	80	289		321	337	352	370
Total Revenue	148 946	149 022	157 678	162 780	162 780	173 100	183 216	195 443
Expenditure By Type								
Employee related costs	687 157	792 724	892 868	993 525	1 016 261	1 079 777	1 147 263	1 218 967
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	9 233	16 821	21 829	21 133	30 133	31 389	32 756	34 232
Finance charges								
Bulk purchases								
Repairs and maintenance	11 353	446	12 283	15 004	14 329	14 931	15 588	16 289
Other materials								
Contracted services	11 368	10 571	13 160	17 492	15 003	15 633	16 321	17 055
Transfers and subsidies paid	6 565	6 977	7 378	7 810	7 810	8 138	8 496	8 878
Other expenditure	97 209	82 306	76 567	77 360	60 536	63 079	65 854	68 817
Contributions to/(from) provisions	(330)							
Loss on disposal of PPE	5	612	66					
Expenditure	822 560	910 457	1 024 151	1 132 324	1 144 072	1 212 947	1 286 278	1 364 238
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)		16 705	1 412	3 296	3 296	3 491	3 673	3 856
Internal Charges (Core)	8 525	9 314	41 662	55 142	55 142	58 123	61 140	64 197
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	8 525	26 019	43 073	58 438	58 438	61 614	64 813	68 053
Total Expenditure	831 085	936 476	1 067 225	1 190 762	1 202 510	1 274 561	1 351 091	1 432 291
Surplus/(Deficit) before capital grants	(682 139)	(787 454)	(909 547)	(1 027 982)	(1 039 730)	(1 101 461)	(1 167 875)	(1 236 848)
Transfers recognised								
Capital Grants	29 225	44 462	29 519	30 000	36 323	36 000	35 000	
Capital Contributions								
Surplus/(Deficit)	(652 914)	(742 992)	(880 027)	(997 982)	(1 003 407)	(1 065 461)	(1 132 875)	(1 236 848)
Taxation								
Surplus/(Deficit) for the year	(652 914)	(742 992)	(880 027)	(997 982)	(1 003 407)	(1 065 461)	(1 132 875)	(1 236 848)

SOCIAL DEVELOPMENT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	2 999	1 552	1 158					
Other revenue	258	9 582	753	655	655	689	719	751
Gains on disposal of PPE								
Revenue	3 257	11 135	1 911	655	655	689	719	751
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	3 257	11 135	1 911	655	655	689	719	751
Expenditure By Type								
Employee related costs	112 953	126 812	148 830	176 250	177 056	188 122	199 880	212 373
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	9 737	12 716	11 819	10 737	10 737	11 298	11 795	12 326
Finance charges					20	21	22	23
Bulk purchases								
Repairs and maintenance	7 882	12	9 439	10 948	10 455	10 894	11 373	11 885
Other materials								
Contracted services	7 215	6 427	4 771	11 773	10 599	11 044	11 530	12 049
Transfers and subsidies paid	4 010	7 051	7 394	9 665	5 665	5 903	6 163	6 440
Other expenditure	36 510	15 766	16 041	34 202	225 182	234 640	244 964	255 987
Contributions to/(from) provisions								
Loss on disposal of PPE	39	253	800					
Expenditure	178 346	169 036	199 094	253 575	439 714	461 922	485 727	511 083
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	76	9 338	132	615	4 207	4 464	4 729	5 008
Internal Charges (Core)	1 034	1 382	15 562	23 208	23 348	24 624	25 905	27 199
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	1 111	10 720	15 693	23 823	27 555	29 088	30 634	32 207
Total Expenditure	179 457	179 756	214 787	277 398	467 269	491 010	516 361	543 290
Surplus/(Deficit) before capital grants	(176 200)	(168 621)	(212 877)	(276 743)	(466 614)	(490 321)	(515 642)	(542 539)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(176 200)	(168 621)	(212 877)	(276 743)	(466 614)	(490 321)	(515 642)	(542 539)
Taxation								
Surplus/(Deficit) for the year	(176 200)	(168 621)	(212 877)	(276 743)	(466 614)	(490 321)	(515 642)	(542 539)

**GROUP FORENSIC INVESTIGATION SERVICES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)**

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue								
Gains on disposal of PPE								
Revenue								
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue								
Expenditure By Type								
Employee related costs			42 723	46 432	57 078	71 098	75 348	80 057
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment			681	570	770	802	838	875
Finance charges								
Bulk purchases								
Repairs and maintenance				56	56	58	61	64
Other materials								
Contracted services			12 173	36 857	11 970	5 020	5 241	5 477
Transfers and subsidies paid								
Other expenditure			20 128	22 519	27 371	25 521	26 644	27 842
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure			75 705	106 434	97 245	102 499	108 132	114 315
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				800	800	850	894	939
Internal Charges (Core)				688	688	725	763	801
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers				1 488	1 488	1 575	1 657	1 740
Total Expenditure			75 705	107 922	98 733	104 074	109 789	116 055
Surplus/(Deficit) before capital grants			(75 705)	(107 922)	(98 733)	(104 074)	(109 789)	(116 055)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)			(75 705)	(107 922)	(98 733)	(104 074)	(109 789)	(116 055)
Taxation								
Surplus/(Deficit) for the year			(75 705)	(107 922)	(98 733)	(104 074)	(109 789)	(116 055)

OFFICE OF THE OMBUDSMAN
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue								
Gains on disposal of PPE								
Revenue								
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)	96	38						
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	96	38						
Total Revenue	96	38						
Expenditure By Type								
Employee related costs	12 594	19 548	17 187	19 235	19 245	20 442	21 726	23 085
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	651	883	946	1 004	654	681	711	743
Finance charges								
Bulk purchases								
Repairs and maintenance	80	150	10	85				
Other materials								
Contracted services	7 387	7 728	10 210	10 046	7 686	8 009	8 361	8 737
Transfers and subsidies paid								
Other expenditure	6 153	1 422	3 757	3 693	557	586	606	633
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	26 865	29 731	32 110	34 063	28 142	29 718	31 404	33 198
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				1 348	2 129	2 258	2 382	2 510
Internal Charges (Core)	96	38		193	193	203	213	224
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	96	38		1 541	2 322	2 461	2 595	2 734
Total Expenditure	26 961	29 769	32 110	35 604	30 464	32 179	33 999	35 932
Surplus/(Deficit) before capital grants	(26 865)	(29 731)	(32 110)	(35 604)	(30 464)	(32 179)	(33 999)	(35 932)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(26 865)	(29 731)	(32 110)	(35 604)	(30 464)	(32 179)	(33 999)	(35 932)
Taxation								
Surplus/(Deficit) for the year	(26 865)	(29 731)	(32 110)	(35 604)	(30 464)	(32 179)	(33 999)	(35 932)

CITY MANAGER
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments	75	83	76					
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	5 193	26 137	1 106	158	2 073	166	174	183
Gains on disposal of PPE								
Revenue	5 268	26 220	1 182	158	2 073	166	174	183
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	5 038		73 874	246 223	244 284	260 749	274 309	288 024
Internal Recoveries (Core)	85 603	60 489	57 746	229 595	231 297	243 139	255 782	268 571
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	90 642	60 489	131 619	475 818	475 581	503 888	530 091	556 595
Total Revenue	95 910	86 709	132 801	475 976	477 654	504 054	530 265	556 778
Expenditure By Type								
Employee related costs	421 449	443 402	494 300	631 124	547 483	621 700	660 557	701 841
Remuneration of Councillors	1 252	1 339	1 391	1 572	1 572	1 670	1 775	1 886
Debt impairment					1 167			
Depreciation and asset impairment	17 574	7 877	7 609	18 884	11 884	12 382	12 926	13 508
Finance charges	270	3			2	2	2	2
Bulk purchases								
Repairs and maintenance	7 172	2 222	2 011	16 666	8 072	8 412	8 778	9 172
Other materials								
Contracted services	127 483	117 455	58 776	143 642	122 829	127 987	133 619	139 631
Transfers and subsidies paid	22 686		840		780			
Other expenditure	288 790	407 345	430 078	539 636	524 021	746 030	778 859	813 907
Contributions to/(from) provisions		(18)						
Loss on disposal of PPE	874		12					
Expenditure	887 549	979 624	995 017	1 351 524	1 217 810	1 518 183	1 596 516	1 679 949
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(62)	11 490	(7 138)	94	1 812	1 924	2 039	2 161
Internal Charges (Core)	26 444	9 002	8 685	12 470	12 470	13 160	13 841	14 533
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	26 381	20 492	1 547	12 564	14 282	15 084	15 880	16 694
Total Expenditure	913 931	1 000 116	996 564	1 364 088	1 232 092	1 533 267	1 612 396	1 696 643
Surplus/(Deficit) before capital grants	(818 021)	(913 407)	(863 763)	(888 112)	(754 438)	(1 029 213)	(1 082 131)	(1 139 865)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(818 021)	(913 407)	(863 763)	(888 112)	(754 438)	(1 029 213)	(1 082 131)	(1 139 865)
Taxation								
Surplus/(Deficit) for the year	(818 021)	(913 407)	(863 763)	(888 112)	(754 438)	(1 029 213)	(1 082 131)	(1 139 865)

**SPEAKER: LEGISLATIVE ARM OF COUNCIL
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)**

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	55	38	34					
Gains on disposal of PPE								
Revenue	55	38	34					
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	55	38	34					
Expenditure By Type								
Employee related costs	111 544	135 431	145 999	165 419	169 042	195 459	207 676	220 656
Remuneration of Councillors	138 341	154 867	160 697	179 836	179 836	175 046	196 493	208 133
Debt impairment								
Depreciation and asset impairment	3 898	21 548	22 289	25 900	23 400	24 383	25 774	27 063
Finance charges								
Bulk purchases								
Repairs and maintenance	1 157	34 522	1 811	2 218	4 506	4 696	5 196	5 456
Other materials								
Contracted services	6 525	8 742	9 411	12 910	8 046	20 535	10 915	11 461
Transfers and subsidies paid								
Other expenditure	44 485	32 953	35 278	60 130	57 930	48 389	50 244	52 733
Contributions to/(from) provisions								
Loss on disposal of PPE			11					
Expenditure	305 951	388 063	375 496	446 413	442 760	468 508	496 298	525 502
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)		1 058			7 027	7 461	7 913	8 392
Internal Charges (Core)	6 014	6 895	3 902	5 426	5 426	5 719	6 014	6 315
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	6 014	7 953	3 902	5 426	12 453	13 180	13 927	14 707
Total Expenditure	311 965	396 016	379 398	451 839	455 213	481 688	510 225	540 209
Surplus/(Deficit) before capital grants	(311 910)	(395 979)	(379 364)	(451 839)	(455 213)	(481 688)	(510 225)	(540 209)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(311 910)	(395 979)	(379 364)	(451 839)	(455 213)	(481 688)	(510 225)	(540 209)
Taxation								
Surplus/(Deficit) for the year	(311 910)	(395 979)	(379 364)	(451 839)	(455 213)	(481 688)	(510 225)	(540 209)

**GROUP INFORMATION AND COMMUNICATION TECHNOLOGY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)**

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue								
Gains on disposal of PPE								
Revenue								
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	36 129		27 003	36 448	36 448	36 475	38 371	40 290
Internal Recoveries (Core)	1 281		31			607	632	657
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	37 411		27 034	36 448	36 448	37 082	39 003	40 947
Total Revenue	37 411		27 034	36 448	36 448	37 082	39 003	40 947
Expenditure By Type								
Employee related costs	54 579	57 500	58 104	68 281	68 947	73 256	77 835	82 700
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	210 351	270 543	236 189	324 014	305 811	340 863	356 884	374 728
Finance charges								
Bulk purchases								
Repairs and maintenance	(28)	50	33	990	990	1 032	1 077	1 141
Other materials								
Contracted services	208 322	269 317	221 234	259 273	275 587	287 162	299 797	313 288
Transfers and subsidies paid								
Other expenditure	25 102	66 453	68 875	51 336	55 380	57 706	60 245	62 956
Contributions to/(from) provisions								
Loss on disposal of PPE			55					
Expenditure	498 326	663 863	584 490	703 894	706 715	760 019	795 838	834 813
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)			59 623	79 439	80 532	84 976	89 815	94 318
Internal Charges (Core)			762	2 490	2 490	2 632	2 769	2 907
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers			60 384	81 929	83 022	87 608	92 584	97 225
Total Expenditure	498 326	663 863	644 874	785 823	789 737	847 627	888 422	932 038
Surplus/(Deficit) before capital grants	(460 915)	(663 863)	(617 840)	(749 375)	(753 289)	(810 545)	(849 419)	(891 091)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(460 915)	(663 863)	(617 840)	(749 375)	(753 289)	(810 545)	(849 419)	(891 091)
Taxation								
Surplus/(Deficit) for the year	(460 915)	(663 863)	(617 840)	(749 375)	(753 289)	(810 545)	(849 419)	(891 091)

GROUP FINANCE
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates	7 914 688	9 087 994	12 371 980	12 292 550	12 292 550	13 215 032	13 796 493	14 417 336
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse	(2 306)	(38)	52					
Service charges - other	225 784	243 464	235 964	265 932	265 932	280 117	294 632	307 799
Rental of facilities and equipment								
Interest earned - external investments	597 649	472 415	727 113	300 000	300 000	316 200	331 061	347 614
Interest earned - outstanding debtors	54 476	89 174	152 753	92 083	92 083	97 055	101 617	106 698
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	5 778 909	6 378 635	7 173 186	7 963 327	7 963 327	8 867 514	9 825 905	10 740 552
Other revenue	132 986	298 438	296 936	184 379	184 379	192 147	200 608	209 646
Gains on disposal of PPE								
Revenue	14 702 185	16 570 082	20 957 985	21 098 271	21 098 271	22 968 065	24 550 316	26 129 644
Interest Income (Sweeping Account)				87 813	348 056	293 339	361 273	350 624
Interest on Loans (Core)	1 009 813	1 075 105	1 129 567	988 208	971 790	833 667	882 673	973 950
Internal recoveries (ME's)	294 915	318 896	334 651	355 612	355 612	376 593	396 175	415 984
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	1 304 728	1 394 001	1 464 218	1 431 633	1 675 458	1 503 599	1 640 121	1 740 558
Total Revenue	16 006 913	17 964 082	22 422 203	22 529 904	22 773 729	24 471 664	26 190 437	27 870 202
Expenditure By Type								
Employee related costs	729 689	782 036	834 557	953 885	923 708	981 440	1 042 780	1 107 954
Remuneration of Councillors								
Debt impairment	472 341	647 329	1 401 729	799 016	799 016	1 266 459	1 309 088	1 357 754
Depreciation and asset impairment	5 665	4 870	6 560	37 711	37 711	39 295	41 024	42 870
Finance charges	2 212 047	2 376 280	2 259 575	2 782 268	2 782 268	3 014 650	3 201 111	3 515 220
Bulk purchases								
Repairs and maintenance	9 285	1 453	6 193	30 265	12 286	12 802	13 365	13 967
Other materials								
Contracted services	83 856	156 597	57 714	154 981	123 200	128 374	134 023	140 054
Transfers and subsidies paid								
Other expenditure	619 243	689 380	472 365	715 885	718 553	748 733	781 677	816 852
Contributions to/(from) provisions	(106 515)	(105 964)	(102 771)	(120 500)	(120 500)	(126 766)	(133 608)	(139 289)
Loss on disposal of PPE	371	27	123					
Expenditure	4 025 982	4 552 008	4 936 045	5 353 512	5 276 243	6 064 988	6 389 461	6 855 382
Interest (Sweeping Account)				74 389	183 364	154 865	160 956	167 036
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	169 696	178 974	468 127	572	8 380	8 875	9 407	9 970
Internal Charges (Core)	11 662	13 091	30 627	52 450	54 225	55 472	58 351	61 270
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's	3 378 690	3 414 593	3 934 836	4 075 061	4 537 588	4 754 740	5 010 390	5 340 665
Total Internal Transfers	3 560 048	3 606 657	4 433 590	4 202 472	4 783 557	4 973 952	5 239 104	5 578 941
Total Expenditure	7 586 030	8 158 665	9 369 634	9 555 984	10 059 800	11 038 939	11 628 565	12 434 324
Surplus/(Deficit) before capital grants	8 420 883	9 805 417	13 052 569	12 973 920	12 713 929	13 432 725	14 561 872	15 435 879
Transfers recognised								
Capital Grants	()		1 983					
Capital Contributions								
Surplus/(Deficit)	8 420 883	9 805 417	13 054 552	12 973 920	12 713 929	13 432 725	14 561 872	15 435 879
Taxation								
Surplus/(Deficit) for the year	8 420 883	9 805 417	13 054 552	12 973 920	12 713 929	13 432 725	14 561 872	15 435 879

**GROUP CORPORATE AND SHARED SERVICES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)**

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received			7 200	7 200	6 200	7 000	7 500	7 500
Other revenue	25 840	15 590	12 267			6 000	6 264	6 540
Gains on disposal of PPE								
Revenue	25 841	15 590	19 467	7 200	6 200	13 000	13 764	14 040
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	105 302	66 593	58 525	72 102	72 102	75 998	79 949	83 945
Internal Recoveries (Core)	77 398	77 564	73 491	101 802	102 118	106 664	112 191	117 807
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	182 699	144 157	132 016	173 904	174 220	182 662	192 140	201 752
Total Revenue	208 540	159 747	151 483	181 104	180 420	195 662	205 904	215 792
Expenditure By Type								
Employee related costs	246 013	204 317	188 954	427 849	266 737	283 408	301 121	319 941
Remuneration of Councillors								
Debt impairment	17							
Depreciation and asset impairment	233 924	20 715	22 751	18 920	37 122	38 681	40 385	42 203
Finance charges	106 223	128 645	116 373					
Bulk purchases								
Repairs and maintenance	2 527	170	1 592	1 836	836	871	909	950
Other materials								
Contracted services	243 758	14 870	7 739	13 245	13 245	13 801	14 408	15 057
Transfers and subsidies paid								
Other expenditure	232 890	77 463	61 121	71 761	109 081	113 662	118 663	124 003
Contributions to/(from) provisions	(13 881)	(118 293)	(28 268)					
Loss on disposal of PPE	70	38	303					
Expenditure	1 051 541	327 924	370 564	533 611	427 021	450 423	475 486	502 154
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	35 761		7 628	548	6 748	7 580	8 110	8 140
Internal Charges (Core)	9 908	4 998	6 082	8 669	8 669	9 155	9 631	10 113
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	45 669	4 998	13 710	9 217	15 417	16 735	17 741	18 253
Total Expenditure	1 097 210	332 922	384 274	542 828	442 438	467 158	493 227	520 407
Surplus/(Deficit) before capital grants	(888 670)	(173 175)	(232 791)	(361 724)	(262 018)	(271 496)	(287 323)	(304 615)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(888 670)	(173 175)	(232 791)	(361 724)	(262 018)	(271 496)	(287 323)	(304 615)
Taxation								
Surplus/(Deficit) for the year	(888 670)	(173 175)	(232 791)	(361 724)	(262 018)	(271 496)	(287 323)	(304 615)

HOUSING
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	46 252	46 368	48 284	53 305	53 305	55 543	57 988	60 597
Interest earned - external investments								
Interest earned - outstanding debtors	39 522	45 701	53 170	31 871	31 871	33 209	34 671	36 231
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	404 736	282 496	116 728	245 507	286 788			
Other revenue	900	7 524	16 682					
Gains on disposal of PPE								
Revenue	491 411	382 089	234 864	330 683	371 964	88 752	92 659	96 828
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	4 442	4 329	5 203	10 561	10 561	11 184	11 765	12 353
Internal Recoveries (Core)	622	438	443	538	538	569	598	628
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	5 064	4 766	5 647	11 099	11 099	11 753	12 363	12 981
Total Revenue	496 475	386 855	240 511	341 782	383 063	100 505	105 022	109 809
Expenditure By Type								
Employee related costs	156 839	158 150	170 408	179 117	176 374	187 397	199 109	212 109
Remuneration of Councillors								
Debt impairment	78 471	85 241	94 470	74 851	90 166	94 227	98 373	102 800
Depreciation and asset impairment	223 058	304 573	157 404	300 493	300 493	313 114	326 891	341 601
Finance charges	(334)	(1 810)	(1)					
Bulk purchases								
Repairs and maintenance	55 394	124 772	(1 772)	63 563	60 703	113 253	118 236	123 557
Other materials								
Contracted services	17 548	18 325	7 425	12 953	52 953	55 177	57 612	60 215
Transfers and subsidies paid	410 559	247 645	118 239	245 507	286 788			
Other expenditure	220 682	281 163	274 011	215 503	205 503	214 134	223 556	233 616
Contributions to/(from) provisions	(751)	(576)	(1 241)					
Loss on disposal of PPE		3 055	4 987					
Expenditure	1 161 466	1 220 539	823 930	1 091 987	1 172 980	977 302	1 023 777	1 073 898
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(141)	108 615	(599)	916	36 987	39 268	41 636	44 148
Internal Charges (Core)	9 862	9 287	37 875	89 211	89 211	94 239	99 138	104 095
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	9 721	117 902	37 276	90 127	126 198	133 507	140 774	148 243
Total Expenditure	1 171 187	1 338 441	861 206	1 182 114	1 299 178	1 110 809	1 164 551	1 222 141
Surplus/(Deficit) before capital grants	(674 712)	(951 586)	(620 695)	(840 332)	(916 115)	(1 010 304)	(1 059 529)	(1 112 332)
Transfers recognised								
Capital Grants	858 614	691 225	1 043 457	944 627	1 276 334	909 997	989 304	965 400
Capital Contributions								
Surplus/(Deficit)	183 902	(260 361)	422 763	104 295	360 219	(100 307)	(70 225)	(146 932)
Taxation								
Surplus/(Deficit) for the year	183 902	(260 361)	422 763	104 295	360 219	(100 307)	(70 225)	(146 932)

DEVELOPMENT PLANNING
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	71 269	65 618	78 359	78 112	53 112	59 251	74 665	77 647
Rental of facilities and equipment								
Interest earned - external investments		733	691					
Interest earned - outstanding debtors				500	500	500	526	552
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received				5 220	8 874	14 889	11 151	11 709
Other revenue	6 399	3 671	4 002	4 266	3 131	2 642	2 776	2 915
Gains on disposal of PPE								
Revenue	77 667	70 022	83 052	88 098	65 617	77 282	89 118	92 823
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	10 600	13 976	8 195	7 474	7 474	7 915	8 327	8 743
Internal Recoveries (Core)	2 746	2 868	3 026	3 189	3 189	3 377	3 552	3 730
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	13 346	16 844	11 221	10 663	10 663	11 292	11 879	12 473
Total Revenue	91 013	86 866	94 273	98 761	76 280	88 574	100 997	105 296
Expenditure By Type								
Employee related costs	201 992	219 602	239 933	288 370	260 211	276 474	293 754	312 113
Remuneration of Councillors								
Debt impairment	121	319	262	1 517	150	271	206	216
Depreciation and asset impairment	30 898	32 459	56 222	71 927	71 927	76 025	99 867	104 859
Finance charges								
Bulk purchases								
Repairs and maintenance	441	1	135	1 576	1 076	1 121	1 170	1 223
Other materials								
Contracted services	3 535	11 033	2 033	14 736	10 436	10 874	11 352	11 863
Transfers and subsidies paid	2	152		2	2	2	2	2
Other expenditure	44 972	19 584	28 273	35 535	31 335	32 651	34 088	35 622
Contributions to/(from) provisions		(39)						
Loss on disposal of PPE	58	3 998	35					
Expenditure	282 019	287 109	326 893	413 663	375 137	397 418	440 439	465 898
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(11)							
Internal Charges (Core)	6 322	13 910	15 217	16 259	16 259	17 191	18 082	18 986
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	6 311	13 910	15 217	16 259	16 259	17 191	18 082	18 986
Total Expenditure	288 330	301 019	342 111	429 922	391 396	414 609	458 521	484 884
Surplus/(Deficit) before capital grants	(197 316)	(214 153)	(247 837)	(331 161)	(315 116)	(326 035)	(357 524)	(379 588)
Transfers recognised								
Capital Grants	101 054	107 617	126 545	140 757	155 757	137 160	133 982	128 225
Capital Contributions	25	283						
Surplus/(Deficit)	(96 238)	(106 253)	(121 292)	(190 404)	(159 359)	(188 875)	(223 542)	(251 363)
Taxation								
Surplus/(Deficit) for the year	(96 238)	(106 253)	(121 292)	(190 404)	(159 359)	(188 875)	(223 542)	(251 363)

PUBLIC SAFETY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	35 007	34 548	34 799	40 440	40 440	95 154	96 819	101 177
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits	239 373	211 172	559 851	1 003 170	1 003 170	1 057 341	1 112 323	1 162 378
Licences and permits			13					
Agency services	14		265 108	280 924	280 924	295 532	308 537	322 422
Transfers and subsidies received	117 321	127 864	136 673	55 156	124 102			
Other revenue	31 760	32 998	46 494	79 151	79 151	83 348	87 355	91 285
Gains on disposal of PPE								
Revenue	423 475	406 582	1 042 937	1 458 841	1 527 787	1 531 375	1 605 034	1 677 262
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)			7 629	201 371	64 346	67 692	70 874	74 418
Internal Recoveries (Core)			297 321	448 586	448 586	472 809	497 396	522 266
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers			304 950	649 957	512 932	540 501	568 270	596 684
Total Revenue	423 475	406 582	1 347 887	2 108 798	2 040 719	2 071 876	2 173 304	2 273 946
Expenditure By Type								
Employee related costs	1 919 510	2 193 008	3 629 299	4 291 202	4 208 965	4 472 025	4 767 041	5 074 907
Remuneration of Councillors								
Debt impairment	206 678	117 725	74 807	319 063	319 063	328 814	345 853	361 416
Depreciation and asset impairment	26 763	35 440	45 550	73 459	73 462	77 325	80 963	83 169
Finance charges		(3)	9		205			
Bulk purchases								
Repairs and maintenance	73 759	21 410	31 434	96 107	91 885	95 744	101 024	107 293
Other materials				106				
Contracted services	342 399	281 916	332 626	481 965	402 018	418 903	434 085	454 789
Transfers and subsidies paid	14							
Other expenditure	143 339	194 909	262 909	294 342	408 469	425 624	445 101	450 118
Contributions to/(from) provisions	(5 102)	(6 724)	(9 111)	(2 632)	(2 632)	(2 769)	(2 898)	(3 029)
Loss on disposal of PPE	268	170	1					
Expenditure	2 707 628	2 837 850	4 367 525	5 553 612	5 501 435	5 815 666	6 171 169	6 528 663
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(1 220)	48 801	45 370	40 178	76 289	80 886	93 175	98 262
Internal Charges (Core)	69 638	43 312	73 982	153 614	153 922	162 282	170 716	179 251
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	68 418	92 114	119 352	193 792	230 211	243 168	263 891	277 513
Total Expenditure	2 776 047	2 929 964	4 486 877	5 747 404	5 731 646	6 058 834	6 435 060	6 806 176
Surplus/(Deficit) before capital grants	(2 352 571)	(2 523 382)	(3 138 989)	(3 638 606)	(3 690 927)	(3 986 958)	(4 261 756)	(4 532 230)
Transfers recognised								
Capital Grants								
Capital Contributions	3							
Surplus/(Deficit)	(2 352 568)	(2 523 382)	(3 138 989)	(3 638 606)	(3 690 927)	(3 986 958)	(4 261 756)	(4 532 230)
Taxation								
Surplus/(Deficit) for the year	(2 352 568)	(2 523 382)	(3 138 989)	(3 638 606)	(3 690 927)	(3 986 958)	(4 261 756)	(4 532 230)

MUNICIPAL ENTITIES ACCOUNTS
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	73 953	74 525	84 094	99 932	75 000	105 128	109 754	114 693
Interest earned - external investments								
Interest earned - outstanding debtors	1 555	4 793	(172)	3 341	3 341	3 515	3 670	3 835
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	47 968	73 623	110 172	124 284	61 228	162 000	212 624	222 192
Gains on disposal of PPE				56 215		33 000	34 716	36 278
Revenue	123 476	152 941	194 094	283 772	139 569	303 643	360 764	376 998
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	123 476	152 941	194 094	283 772	139 569	303 643	360 764	376 998
Expenditure By Type								
Employee related costs								
Remuneration of Councillors								
Debt impairment				2 003	2 003	2 107	2 200	2 299
Depreciation and asset impairment	560 406	630 310	723 042	1 011 373	1 011 373	1 063 966	1 113 976	1 251 446
Finance charges								
Bulk purchases								
Repairs and maintenance	43 482	37 899	4 919	63 538	63 538	64 745	67 788	70 838
Other materials								
Contracted services	10 063	24 008	15 321	38 329	23 874	24 328	25 397	26 540
Transfers and subsidies paid								
Other expenditure	308 372	388 162	583 716	493 169	530 073	515 042	673 824	707 406
Contributions to/(from) provisions								
Loss on disposal of PPE	34 539	199 866	14 389					
Expenditure	956 862	1 280 244	1 341 388	1 608 412	1 630 861	1 670 188	1 883 185	2 058 529
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	31 044	43 248	46 832	71 491	79 326	127 913	134 921	139 870
Internal Charges (Core)		18 049	39 319	73 612	73 612	77 778	81 822	85 913
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	31 044	61 297	86 151	145 103	152 938	205 691	216 743	225 783
Total Expenditure	987 906	1 341 542	1 427 539	1 753 515	1 783 799	1 875 879	2 099 928	2 284 312
Surplus/(Deficit) before capital grants	(864 430)	(1 188 600)	(1 233 444)	(1 469 743)	(1 644 230)	(1 572 236)	(1 739 164)	(1 907 314)
Transfers recognised								
Capital Grants	456 498	433 952	438 619	462 989	462 989	428 000	352 302	376 711
Capital Contributions	90 836	74 155	138 569	30 000	30 000	34 700	29 000	30 000
Surplus/(Deficit)	(317 096)	(680 493)	(656 256)	(976 754)	(1 151 241)	(1 109 536)	(1 357 862)	(1 500 603)
Taxation								
Surplus/(Deficit) for the year	(317 096)	(680 493)	(656 256)	(976 754)	(1 151 241)	(1 109 536)	(1 357 862)	(1 500 603)

Operating Municipal Entity

MUNICIPAL ENTITIES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue	13 845 456	13 996 162	14 378 262	16 888 897	16 171 871	16 970 962	16 751 340	17 718 679
Service charges - water revenue	5 293 791	6 297 079	7 422 705	7 888 696	7 888 696	8 342 301	9 087 562	9 892 768
Service charges - sanitation revenue	3 299 977	3 780 137	4 296 373	4 692 431	4 692 431	5 191 714	5 623 953	6 093 365
Service charges - refuse	1 344 867	1 501 650	1 708 785	1 729 688	1 830 453	1 918 601	2 008 776	2 109 214
Service charges - other	1 126 697	277 224	220 248	225 595	215 531	218 782	247 557	259 664
Rental of facilities and equipment	178 406	180 911	201 140	247 237	229 358	252 893	276 900	292 140
Interest earned - external investments	7 626	7 645	15 599	5 700	16 420	11 354	11 536	11 726
Interest earned - outstanding debtors	218 213	234 616	264 920	211 496	213 369	234 854	247 748	265 413
Fines, penalties and forfeits								
Licences and permits								
Agency services	434 949	455 442	418 759	484 684	449 510	512 319	529 516	549 765
Transfers and subsidies received	25 406	3 700	11 750					
Other revenue	832 300	1 031 663	867 189	769 933	830 061	779 629	825 680	871 520
Gains on disposal of PPE								
Revenue	26 607 688	27 766 230	29 805 730	33 144 357	32 537 700	34 433 408	35 610 568	38 064 254
Interest Income (Sweeping Account)	104 940	115 867	122 973	74 389	183 364	154 865	160 956	167 036
Interest on Loans (Core)								
Internal recoveries (ME's)	138 301	253 608	334 038	354 470	540 628	599 292	622 941	654 163
Internal Recoveries (Core)			44 826					
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	3 296 662	3 414 593	3 107 294	4 075 061	4 537 588	4 754 740	5 010 390	5 340 665
Total Internal Transfers	3 539 903	3 784 068	3 609 131	4 503 920	5 261 580	5 508 897	5 794 287	6 161 864
Total Revenue	30 147 591	31 550 297	33 414 861	37 648 277	37 799 280	39 942 305	41 404 855	44 226 118
Expenditure By Type								
Employee related costs	4 484 464	4 914 859	5 417 680	5 959 388	6 212 142	6 619 003	7 032 690	7 515 769
Remuneration of Councillors								
Debt impairment	2 939 912	2 386 421	2 871 010	2 907 961	3 761 894	3 635 080	3 844 485	4 124 689
Depreciation and asset impairment	1 113 955	1 119 020	1 211 674	1 411 229	1 369 468	1 401 973	1 461 549	1 539 597
Finance charges	42 158	39 746	26 907	25 120	25 120	20 166	17 280	14 401
Bulk purchases	15 319 135	15 634 603	16 884 113	18 393 191	17 489 736	19 333 614	19 221 649	20 080 077
Repairs and maintenance	1 028 679	944 752	1 136 919	1 595 945	1 345 189	1 424 001	1 485 462	1 575 581
Other materials					61 661	64 251	67 078	70 426
Contracted services	2 051 733	1 907 649	1 760 376	2 020 157	2 083 041	2 176 176	2 262 791	2 361 040
Transfers and subsidies paid	8 000	19 339	19 587	20 645	20 645	21 512	22 459	23 470
Other expenditure	1 987 391	2 009 023	2 383 671	2 196 395	2 383 404	2 483 506	2 592 782	2 758 635
Contributions to/(from) provisions	15 247	23 711	35 740	90 336	93 087	95 681	100 651	105 954
Loss on disposal of PPE	2 396	9 395	5 025					
Expenditure	28 993 071	29 008 518	31 752 704	34 620 368	34 845 387	37 274 963	38 108 876	40 169 640
Interest (Sweeping Account)	44 199	40 306	255 823	87 813	348 056	293 339	361 273	350 624
Interest on Shareholders Loans	125 636	115 787	109 617	109 921	111 440	111 014	110 771	111 117
Interest on Mirror Conduit loans	797 655	835 204	699 007	878 287	860 350	722 653	771 902	862 833
Internal charges (ME's)	454 792	578 999	518 478	1 001 860	862 896	912 933	960 068	1 008 071
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	1 422 282	1 570 296	1 582 925	2 077 881	2 182 742	2 039 939	2 204 014	2 332 645
Total Expenditure	30 415 353	30 578 814	33 335 628	36 698 249	37 028 129	39 314 902	40 312 890	42 502 285
Surplus/(Deficit) before capital grants	(267 762)	971 483	79 233	950 028	771 151	627 403	1 091 965	1 723 833
Transfers recognised								
Capital Grants	342 378	426 658	421 006	530 407	540 407	474 290	482 868	547 286
Capital Contributions	226 868	204 120	451 669	412 488	412 488	349 626	413 453	402 368
Surplus/(Deficit)	301 484	1 602 261	951 908	1 892 923	1 724 046	1 451 319	1 988 286	2 673 487
Taxation	(185 184)	192 213	12 759	35 731	47 521	63 409	67 195	69 454
Surplus/(Deficit) for the year	486 668	1 410 048	939 149	1 857 192	1 676 525	1 387 910	1 921 091	2 604 033

CITY POWER
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue	13 845 456	13 996 162	14 378 262	16 888 897	16 171 871	16 970 962	16 751 340	17 718 679
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	890 624							
Rental of facilities and equipment	251	474	556	488	517	513	538	564
Interest earned - external investments								
Interest earned - outstanding debtors	55 555	61 685	63 532	37 906	36 507	39 332	40 670	45 121
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	172 679	223 277	185 993	226 879	187 287	244 292	266 169	286 864
Gains on disposal of PPE								
Revenue	14 964 565	14 281 599	14 628 343	17 154 170	16 396 182	17 255 099	17 058 717	18 051 228
Interest Income (Sweeping Account)	21 082	11 393	11 266		5 166			
Interest on Loans (Core)								
Internal recoveries (ME's)					16 200	17 000	18 500	19 500
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	21 082	11 393	11 266		21 366	17 000	18 500	19 500
Total Revenue	14 985 647	14 292 991	14 639 609	17 154 170	16 417 548	17 272 099	17 077 217	18 070 728
Expenditure By Type								
Employee related costs	962 662	1 084 802	1 114 762	1 261 500	1 259 078	1 337 771	1 421 382	1 510 218
Remuneration of Councillors								
Debt impairment	885 398	365 831	481 725	591 111	629 082	537 898	510 517	527 409
Depreciation and asset impairment	500 475	514 696	575 741	598 592	591 557	560 093	580 774	615 198
Finance charges	4 376							
Bulk purchases	11 060 071	10 835 065	11 290 141	12 482 612	11 559 044	12 802 078	12 260 917	12 661 815
Repairs and maintenance	828 474	763 433	895 593	1 217 879	1 040 508	1 084 209	1 131 914	1 182 850
Other materials								
Contracted services	641 855	460 786	202 895	299 216	259 216	270 103	281 988	294 678
Transfers and subsidies paid								
Other expenditure	293 835	179 429	280 672	392 754	345 279	359 781	375 611	392 514
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	15 177 146	14 204 042	14 841 531	16 843 664	15 683 765	16 951 932	16 563 104	17 184 682
Interest (Sweeping Account)			191 370		286 954	213 580	279 766	265 469
Interest on Shareholders Loans	109 617	109 617	109 617	109 921	109 921	109 617	109 921	109 600
Interest on Mirror Conduit loans	317 586	343 848	218 202	307 691	306 154	187 810	186 200	209 796
Internal charges (ME's)	164 924	193 653	170 389	307 987	303 490	320 625	337 298	354 163
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	592 127	647 118	689 578	725 599	1 006 519	831 632	913 185	939 028
Total Expenditure	15 769 273	14 851 160	15 531 108	17 569 263	16 690 284	17 783 564	17 476 289	18 123 710
Surplus/(Deficit) before capital grants	(783 626)	(558 169)	(891 499)	(415 093)	(272 735)	(511 466)	(399 072)	(52 982)
Transfers recognised								
Capital Grants	271 867	311 344	217 302	200 000	200 000	98 377	300 000	200 000
Capital Contributions	140 908	124 496	368 604	412 488	412 488	349 626	413 453	402 368
Surplus/(Deficit)	(370 851)	(122 329)	(305 593)	197 395	339 753	(63 463)	314 381	549 386
Taxation	(187 718)	192 300	(14 347)					
Surplus/(Deficit) for the year	(183 133)	(314 629)	(291 246)	197 395	339 753	(63 463)	314 381	549 386

JOHANNESBURG WATER
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue	5 293 605	6 296 317	7 421 950	7 888 029	7 888 029	8 341 594	9 086 818	9 891 991
Service charges - sanitation revenue	3 299 977	3 780 137	4 296 373	4 692 431	4 692 431	5 191 714	5 623 953	6 093 365
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors	122 056	128 834	158 197	149 191	149 191	166 563	176 750	188 457
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	262 113	339 364	196 818		185 698			
Gains on disposal of PPE								
Revenue	8 977 751	10 544 652	12 073 338	12 729 651	12 915 349	13 699 871	14 887 521	16 173 813
Interest Income (Sweeping Account)	19 314	26 418	28 162		64 135	20 000	20 900	21 841
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	19 314	26 418	28 162		64 135	20 000	20 900	21 841
Total Revenue	8 997 065	10 571 070	12 101 500	12 729 651	12 979 484	13 719 871	14 908 421	16 195 654
Expenditure By Type								
Employee related costs	927 785	966 469	1 083 871	1 208 006	1 255 892	1 334 385	1 417 784	1 506 396
Remuneration of Councillors								
Debt impairment	1 905 026	1 838 974	2 043 242	2 138 678	2 768 678	2 729 678	2 949 159	3 193 327
Depreciation and asset impairment	286 177	289 562	309 302	342 381	342 381	352 674	368 192	384 761
Finance charges	35 481	36 137	24 237	22 596	22 596	17 500	14 484	11 479
Bulk purchases	4 259 064	4 799 538	5 593 972	5 910 579	5 930 692	6 531 536	6 960 732	7 418 262
Repairs and maintenance	12 715	16 644	29 633	31 452				
Other materials					31 452	32 773	34 215	35 755
Contracted services	419 209	413 978	457 374	681 119	647 249	674 433	704 108	735 793
Transfers and subsidies paid								
Other expenditure	497 974	507 749	578 962	464 796	448 666	467 510	488 080	510 043
Contributions to/(from) provisions				55 211	55 211	55 381	57 817	60 419
Loss on disposal of PPE								
Expenditure	8 343 431	8 869 051	10 120 593	10 854 818	11 502 817	12 195 870	12 994 571	13 856 235
Interest (Sweeping Account)	551							
Interest on Shareholders Loans	16 019	6 170						
Interest on Mirror Conduit loans	275 107	272 891	244 162	308 787	308 787	285 655	324 116	379 296
Internal charges (ME's)	227 090	259 399	269 785	350 743	299 776	316 715	333 186	349 845
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	518 767	538 460	513 947	659 530	608 563	602 370	657 302	729 141
Total Expenditure	8 862 198	9 407 511	10 634 540	11 514 348	12 111 380	12 798 240	13 651 873	14 585 376
Surplus/(Deficit) before capital grants	134 867	1 163 559	1 466 960	1 215 303	868 104	921 631	1 256 549	1 610 278
Transfers recognised								
Capital Grants	70 511	115 314	203 704	330 407	340 407	375 913	182 868	347 286
Capital Contributions	85 960	79 624	83 065					
Surplus/(Deficit)	291 338	1 358 497	1 753 729	1 545 710	1 208 511	1 297 544	1 439 416	1 957 564
Taxation								
Surplus/(Deficit) for the year	291 338	1 358 497	1 753 729	1 545 710	1 208 511	1 297 544	1 439 416	1 957 564

PIKITUP
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse	1 344 867	1 501 650	1 708 785	1 729 688	1 830 453	1 918 601	2 008 776	2 109 214
Service charges - other	150 116	171 641	173 938	176 049	175 585	184 715	193 397	203 067
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors	20 456	22 935	34 372	19 525	25 621	26 953	28 220	29 632
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	3 500	2 400	11 750					
Other revenue	2 795	3 158	5 564	4 147	5 461	5 749	6 012	6 314
Gains on disposal of PPE								
Revenue	1 521 734	1 701 784	1 934 409	1 929 409	2 037 120	2 136 018	2 236 405	2 348 227
Interest Income (Sweeping Account)	11 927	11 758	13 609	9 442	19 180	20 178	21 126	22 182
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	694 762	617 166	540 076	569 198	739 256	820 521	877 423	934 024
Total Internal Transfers	706 689	628 924	553 685	578 640	758 436	840 699	898 549	956 206
Total Revenue	2 228 423	2 330 708	2 488 094	2 508 049	2 795 556	2 976 717	3 134 954	3 304 433
Expenditure By Type								
Employee related costs	931 568	949 373	1 087 253	1 231 177	1 237 076	1 314 393	1 396 543	1 483 827
Remuneration of Councillors								
Debt impairment	105 740	151 905	283 316	161 988	332 906	348 896	365 294	383 559
Depreciation and asset impairment	102 785	101 791	98 077	111 394	80 068	115 223	120 635	126 669
Finance charges								
Bulk purchases								
Repairs and maintenance	4 464	6 037	3 273	14 996	7 687	8 010	8 362	8 738
Other materials								
Contracted services	573 308	647 918	586 589	615 202	735 263	766 144	799 854	835 847
Transfers and subsidies paid								
Other expenditure	197 005	190 555	219 813	172 713	228 900	238 514	249 009	260 214
Contributions to/(from) provisions	15 247	23 711	35 740	35 125	37 876	40 300	42 834	45 535
Loss on disposal of PPE								
Expenditure	1 930 117	2 071 290	2 314 061	2 342 595	2 659 776	2 831 480	2 982 531	3 144 389
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans	54 271	57 809	60 572	72 748	67 060	73 295	76 740	80 577
Internal charges (ME's)	22 319	22 079	22 861	92 706	68 720	71 942	75 683	79 467
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	76 590	79 888	83 433	165 454	135 780	145 237	152 423	160 044
Total Expenditure	2 006 707	2 151 178	2 397 494	2 508 049	2 795 556	2 976 717	3 134 954	3 304 433
Surplus/(Deficit) before capital grants	221 716	179 530	90 600					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	221 716	179 530	90 600					
Taxation								
Surplus/(Deficit) for the year	221 716	179 530	90 600					

**JOHANNESBURG ROADS AGENCY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)**

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	4 011	4 001	4 015	4 310	4 310	4 491	4 689	4 900
Interest earned - external investments								
Interest earned - outstanding debtors	18 721	17 930						
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	181 228	216 889	241 678	185 300	217 376	226 506	236 471	247 113
Gains on disposal of PPE								
Revenue	203 960	238 820	245 693	189 610	221 686	230 997	241 160	252 013
Interest Income (Sweeping Account)			38 499	10 390	18 000	10 505	10 625	10 750
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	816 774	896 443	1 103 170	1 154 615	1 169 926	1 243 374	1 313 446	1 394 468
Total Internal Transfers	816 774	896 443	1 141 669	1 165 005	1 187 926	1 253 879	1 324 071	1 405 218
Total Revenue	1 020 734	1 135 263	1 387 362	1 354 615	1 409 612	1 484 876	1 565 231	1 657 231
Expenditure By Type								
Employee related costs	485 831	548 730	679 527	712 347	741 286	787 616	836 842	895 782
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	37 838	35 361	40 938	55 940	56 334	58 700	61 283	64 041
Finance charges								
Bulk purchases								
Repairs and maintenance	9 721	10 916	5 811	25 500	22 824	23 783	24 829	25 945
Other materials								
Contracted services	211 712	193 183	339 008	245 238	271 188	282 578	295 011	308 287
Transfers and subsidies paid								
Other expenditure	232 534	242 305	149 660	245 363	264 576	275 688	287 818	300 756
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	977 636	1 030 495	1 214 944	1 284 388	1 356 208	1 428 365	1 505 783	1 594 811
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)		46 106		70 227	53 404	56 511	59 448	62 420
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers		46 106		70 227	53 404	56 511	59 448	62 420
Total Expenditure	977 636	1 076 601	1 214 944	1 354 615	1 409 612	1 484 876	1 565 231	1 657 231
Surplus/(Deficit) before capital grants	43 098	58 662	172 418					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	43 098	58 662	172 418					
Taxation	5 262							
Surplus/(Deficit) for the year	37 836	58 662	172 418					

Surplus/(Deficit) for the year

METROBUS
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors		1 930	1 963					
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	15 388							
Other revenue	100 848	105 989	96 172	129 733	94 184	98 140	102 458	107 069
Gains on disposal of PPE								
Revenue	116 236	107 919	98 135	129 733	94 184	98 140	102 458	107 069
Interest Income (Sweeping Account)	2 115	1 930						
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	506 354	504 212	545 463	571 270	636 533	669 859	705 735	782 560
Total Internal Transfers	508 469	506 142	545 463	571 270	636 533	669 859	705 735	782 560
Total Revenue	624 705	614 061	643 598	701 003	730 717	767 999	808 193	889 629
Expenditure By Type								
Employee related costs	300 180	294 442	295 562	308 710	314 130	333 763	354 623	405 233
Remuneration of Councillors								
Debt impairment	943	164	334					
Depreciation and asset impairment	65 941	51 437	52 235	82 361	59 343	61 835	64 556	67 461
Finance charges								
Bulk purchases								
Repairs and maintenance	49 101	51 553	82 870	53 327	76 394	79 603	83 105	87 047
Other materials								
Contracted services	32 178	28 347	13 183	9 806	15 017	15 648	16 524	17 268
Transfers and subsidies paid								
Other expenditure	118 228	154 461	153 933	144 005	191 456	199 497	208 275	227 833
Contributions to/(from) provisions								
Loss on disposal of PPE	2 249	9 136	663					
Expenditure	568 820	589 540	598 780	598 209	656 340	690 346	727 083	804 842
Interest (Sweeping Account)	36 689	33 347	28 326	41 933	33 222	34 534	35 943	37 506
Interest on Shareholders Loans								
Interest on Mirror Conduit loans	31 672	31 279	32 573	37 302	26 590	27 707	28 954	30 257
Internal charges (ME's)	6 845	18 578	11 464	23 559	14 565	15 412	16 213	17 024
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	75 206	83 204	72 363	102 794	74 377	77 653	81 110	84 787
Total Expenditure	644 026	672 744	671 143	701 003	730 717	767 999	808 193	889 629
Surplus/(Deficit) before capital grants	(19 321)	(58 683)	(27 545)					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(19 321)	(58 683)	(27 545)					
Taxation								
Surplus/(Deficit) for the year	(19 321)	(58 683)	(27 545)					

JOHANNESBURG CITY PARKS AND ZOO
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	85 957	105 583	46 310	49 546	39 946	34 067	54 160	56 597
Rental of facilities and equipment	3 161	3 708		3 941	2 841	1 385	4 341	4 536
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	5 518	1 300						
Other revenue	23 901	16 009		14 418	16 818	15 138	15 879	16 594
Gains on disposal of PPE								
Revenue	118 537	126 600	46 310	67 905	59 605	50 590	74 380	77 727
Interest Income (Sweeping Account)	35 423	36 138		41 440	43 634	43 600	45 867	47 931
Interest on Loans (Core)								
Internal recoveries (ME's)				109 144	109 144	110 181	97 886	102 780
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	688 207	737 022		841 463	885 155	951 882	1 000 985	1 057 413
Total Internal Transfers	723 630	773 160		992 047	1 037 933	1 105 663	1 144 738	1 208 124
Total Revenue	842 167	899 760	46 310	1 059 952	1 097 538	1 156 253	1 219 118	1 285 851
Expenditure By Type								
Employee related costs	474 510	480 541	507 191	550 973	592 366	629 389	668 726	710 521
Remuneration of Councillors								
Debt impairment	19 007	4 535	(457)	4 220	4 220	4 397	4 679	4 890
Depreciation and asset impairment	26 555	21 679	22 349	23 735	38 935	40 570	42 355	44 261
Finance charges								
Bulk purchases								
Repairs and maintenance	20 141	18 542	39 308	36 150	37 388	38 958	40 672	42 502
Other materials								
Contracted services	44 565	40 615	42 136	48 500	57 273	59 678	62 304	65 108
Transfers and subsidies paid								
Other expenditure	264 120	275 807	393 932	317 564	336 849	350 997	366 441	382 931
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	848 898	841 719	1 004 459	981 142	1 067 031	1 123 989	1 185 177	1 250 213
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	10 777	19 252	14 293	78 810	30 507	32 264	33 941	35 638
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	10 777	19 252	14 293	78 810	30 507	32 264	33 941	35 638
Total Expenditure	859 675	860 971	1 018 752	1 059 952	1 097 538	1 156 253	1 219 118	1 285 851
Surplus/(Deficit) before capital grants	(17 508)	38 789	(972 442)					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(17 508)	38 789	(972 442)					
Taxation								
Surplus/(Deficit) for the year	(17 508)	38 789	(972 442)					

JOHANNESBURG DEVELOPMENT AGENCY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services	76 200	75 867	70 504	74 381	46 479	78 894	82 806	89 452
Transfers and subsidies received								
Other revenue	1 660	1 505	1 000	1 213	1 213	1 459	1 527	1 603
Gains on disposal of PPE								
Revenue	77 860	77 372	71 504	75 594	47 692	80 353	84 333	91 055
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	26 695	28 707	39 006	38 524	60 525	40 627	43 710	44 416
Total Internal Transfers	26 695	28 707	39 006	38 524	60 525	40 627	43 710	44 416
Total Revenue	104 555	106 079	110 510	114 118	108 217	120 980	128 043	135 471
Expenditure By Type								
Employee related costs	58 565	65 966	75 739	79 553	78 244	84 945	90 253	95 893
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	1 220	2 561	2 712	2 861	2 861	3 035	3 177	3 337
Finance charges								
Bulk purchases								
Repairs and maintenance	1 827	875	800	844	844	828	918	960
Other materials								
Contracted services	6 308	5 125	4 029	4 341	2 792	8 557	8 933	9 334
Transfers and subsidies paid								
Other expenditure	18 482	13 224	11 691	11 097	9 719	10 127	10 573	11 049
Contributions to/(from) provisions								
Loss on disposal of PPE	25							
Expenditure	86 427	87 751	94 971	98 696	94 460	107 492	113 854	120 573
Interest (Sweeping Account)	6 959	6 959	7 369	7 180	7 180	6 525	6 864	7 207
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	11 169	11 369	8 170	8 242	6 577	6 963	7 325	7 691
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	18 128	18 328	15 539	15 422	13 757	13 488	14 189	14 898
Total Expenditure	104 555	106 079	110 510	114 118	108 217	120 980	128 043	135 471
Surplus/(Deficit) before capital grants								
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)								
Taxation								
Surplus/(Deficit) for the year								

JOHANNESBURG PROPERTY COMPANY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors	1 275	1 152	696	3 169	345			
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	4 327	9 477	34 204	79 860	11 113	84 172	88 424	92 403
Gains on disposal of PPE								
Revenue	5 602	10 629	34 900	83 029	11 458	84 172	88 424	92 403
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	92 429	84 946	43 633	71 491	232 712	288 236	304 954	320 202
Internal Recoveries (Core)			44 826					
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	245 540	368 134	509 336	519 984	658 636	596 229	623 306	660 546
Total Internal Transfers	337 969	453 080	597 795	591 475	891 348	884 465	928 260	980 748
Total Revenue	343 571	463 709	632 695	674 504	902 806	968 637	1 016 684	1 073 151
Expenditure By Type								
Employee related costs	240 370	261 607	278 751	292 413	383 709	407 691	433 172	460 257
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	5 646	9 074	8 537	9 121	13 434	14 133	14 754	15 419
Finance charges	916	2 289	1 422	1 074	1 074	1 130	1 180	1 233
Bulk purchases								
Repairs and maintenance	39 388	41 397	32 651	89 495	87 855	91 545	95 573	102 277
Other materials					30 209	31 478	32 863	34 671
Contracted services	42 178	50 959	32 495	46 279	28 466	29 662	30 291	31 654
Transfers and subsidies paid								
Other expenditure	163 279	143 487	168 199	165 166	268 013	279 270	291 558	304 675
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	491 777	508 813	522 055	603 548	812 760	854 908	899 391	950 186
Interest (Sweeping Account)			28 758	38 700	20 700	38 700	38 700	40 442
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				32 256	69 346	75 029	78 593	82 523
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers			28 758	70 956	90 046	113 729	117 293	122 965
Total Expenditure	491 777	508 813	550 813	674 504	902 806	968 637	1 016 684	1 073 151
Surplus/(Deficit) before capital grants	(148 206)	(45 104)	81 882		()			
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(148 206)	(45 104)	81 882		()			
Taxation								
Surplus/(Deficit) for the year	(148 206)	(45 104)	81 882		()			

METROPOLITAN TRADING COMPANY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments	904							
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	40 714	33 175	32 176	49 615	49 615	51 699	53 974	56 403
Gains on disposal of PPE								
Revenue	41 618	33 175	32 176	49 615	49 615	51 699	53 974	56 403
Interest Income (Sweeping Account)	3 226	17 000	23 548	2 785	2 785	26 000	27 144	28 365
Interest on Loans (Core)								
Internal recoveries (ME's)	32 872	158 386	281 705	173 835	173 875	183 875	201 601	211 681
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	211 158	143 670	226 855	240 661	239 990	251 893	255 671	267 677
Total Internal Transfers	247 256	319 056	532 108	417 281	416 650	461 768	484 416	507 723
Total Revenue	288 874	352 231	564 284	466 896	466 265	513 467	538 390	564 126
Expenditure By Type								
Employee related costs	10 447	12 903	23 480	33 146	32 102	34 108	36 240	38 505
Remuneration of Councillors								
Debt impairment	10 943	7 547	6 259					
Depreciation and asset impairment	64 318	66 718	69 258	156 436	156 436	164 571	172 306	180 921
Finance charges								
Bulk purchases								
Repairs and maintenance	8 934	12 800	8 700	13 928	13 301	13 860	14 469	15 121
Other materials								
Contracted services	8 676	15 750	33 272	13 204	14 204	14 801	15 452	16 147
Transfers and subsidies paid								
Other expenditure	13 409	59 846	179 021	96 031	96 071	100 106	104 511	109 214
Contributions to/(from) provisions								
Loss on disposal of PPE	122	259						
Expenditure	116 849	175 823	319 990	312 745	312 114	327 446	342 978	359 907
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans	119 019	129 377	143 498	151 759	151 759	148 186	155 892	162 907
Internal charges (ME's)				2 392	2 392	2 532	2 664	2 797
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	119 019	129 377	143 498	154 151	154 151	150 718	158 556	165 704
Total Expenditure	235 868	305 200	463 488	466 896	466 265	478 164	501 534	525 611
Surplus/(Deficit) before capital grants	53 006	47 031	100 796			35 303	36 856	38 515
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	53 006	47 031	100 796			35 303	36 856	38 515
Taxation			30 760			35 303	36 856	38 515
Surplus/(Deficit) for the year	53 006	47 031	70 036					

JOBURG MARKET
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	52 717	47 992	61 278	70 712	69 844	73 471	85 335	91 953
Interest earned - external investments	2 100	2 100	10 566		11 352	9 320	9 413	9 507
Interest earned - outstanding debtors	150	150	266	150	150	358	374	391
Fines, penalties and forfeits								
Licences and permits								
Agency services	349 476	367 794	340 638	398 200	396 928	420 596	433 214	446 210
Transfers and subsidies received								
Other revenue		33 505	29 723	5 288	7 391	6 879	7 251	6 628
Gains on disposal of PPE								
Revenue	404 443	451 541	442 471	474 350	485 665	510 624	535 587	554 689
Interest Income (Sweeping Account)				2 100	24 432	25 864	26 123	26 383
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers				2 100	24 432	25 864	26 123	26 383
Total Revenue	404 443	451 541	442 471	476 450	510 097	536 488	561 710	581 072
Expenditure By Type								
Employee related costs		136 012	141 940	132 460	145 311	154 393	164 043	183 659
Remuneration of Councillors								
Debt impairment			8 363					
Depreciation and asset impairment	20 632	23 438	30 196	24 182	25 193	27 965	30 192	34 054
Finance charges								
Bulk purchases								
Repairs and maintenance	27 963	19 978	9 360	32 704	23 154	24 126	25 188	48 445
Other materials								
Contracted services	38 244	43 987	46 072	54 074	49 180	51 246	44 853	43 295
Transfers and subsidies paid								
Other expenditure	83 794	72 673	96 644	72 979	83 387	86 889	90 712	133 390
Contributions to/(from) provisions								
Loss on disposal of PPE			4 362					
Expenditure	170 633	296 088	336 937	316 399	326 225	344 619	354 988	442 843
Interest (Sweeping Account)								
Interest on Shareholders Loans					1 519	1 397	850	1 517
Interest on Mirror Conduit loans								
Internal charges (ME's)			14 326	11 734	8 070	8 538	8 982	9 431
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers			14 326	11 734	9 589	9 935	9 832	10 948
Total Expenditure	170 633	296 088	351 263	328 133	335 814	354 554	364 820	453 791
Surplus/(Deficit) before capital grants	233 810	155 453	91 208	148 317	174 283	181 934	196 890	127 281
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	233 810	155 453	91 208	148 317	174 283	181 934	196 890	127 281
Taxation				34 231	46 021	28 106	29 597	30 198
Surplus/(Deficit) for the year	233 810	155 453	91 208	114 086	128 262	153 828	167 293	97 083

JOHANNESBURG SOCIAL HOUSING COMPANY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue	186	762	755	667	667	707	744	777
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	110 778	116 703	128 679	159 328	146 990	168 867	177 648	185 642
Interest earned - external investments								
Interest earned - outstanding debtors			5 894	1 555	1 555	1 648	1 734	1 812
Fines, penalties and forfeits								
Licences and permits								
Agency services	9 273	11 781	7 617	12 103	6 103	12 829	13 496	14 103
Transfers and subsidies received								
Other revenue		2 663	363	1 963	1 612	2 413	2 435	2 458
Gains on disposal of PPE								
Revenue	120 237	131 909	143 308	175 616	156 927	186 464	196 057	204 792
Interest Income (Sweeping Account)	11 853	11 230	7 889	8 232	6 032	8 718	9 171	9 584
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	13 100	14 807	26 941	20 567	19 098	19 900	20 736	21 669
Total Internal Transfers	24 953	26 037	34 830	28 799	25 130	28 618	29 907	31 253
Total Revenue	145 190	157 946	178 138	204 415	182 057	215 082	225 964	236 045
Expenditure By Type								
Employee related costs	37 706	43 883	52 079	61 724	80 251	102 058	108 436	114 292
Remuneration of Councillors								
Debt impairment	12 855	17 465	48 228	11 964	27 008	14 211	14 836	15 504
Depreciation and asset impairment	1 249	1 351	688	1 350	1 350	1 430	1 504	1 572
Finance charges	1 384	1 320	1 248	1 450	1 450	1 536	1 616	1 689
Bulk purchases								
Repairs and maintenance	24 658		26 541	76 131	31 854	55 558	56 755	57 855
Other materials								
Contracted services	28 141	1 926		1 160	1 160	1 209	1 262	1 319
Transfers and subsidies paid								
Other expenditure	34 538	101 806	89 588	32 622	35 960	37 470	39 119	41 294
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	140 531	167 751	218 372	186 401	179 033	213 472	223 528	233 525
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				16 514	1 524	1 610	1 694	1 779
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers				16 514	1 524	1 610	1 694	1 779
Total Expenditure	140 531	167 751	218 372	202 915	180 557	215 082	225 222	235 304
Surplus/(Deficit) before capital grants	4 659	(9 805)	(40 234)	1 500	1 500		742	741
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	4 659	(9 805)	(40 234)	1 500	1 500		742	741
Taxation		188	(5 550)	1 500	1 500		742	741
Surplus/(Deficit) for the year	4 659	(9 993)	(34 684)					

JOBURG CITY THEATRES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
R thousand								
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	7 488	8 033	6 612	8 458	4 856	4 166	4 349	4 545
Interest earned - external investments	4 622	5 545	5 033	5 700	5 068	2 034	2 123	2 219
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	1 000							
Other revenue	42 035	46 652	43 498	71 516	52 293	43 182	45 080	48 071
Gains on disposal of PPE								
Revenue	55 145	60 230	55 143	85 674	62 217	49 382	51 552	54 835
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	13 000	10 276	8 700		8 697			
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	94 072	104 432	116 447	118 779	128 469	160 454	169 378	177 892
Total Internal Transfers	107 072	114 708	125 147	118 779	137 166	160 454	169 378	177 892
Total Revenue	162 217	174 938	180 290	204 453	199 383	209 836	220 930	232 727
Expenditure By Type								
Employee related costs	54 840	70 131	77 525	87 379	92 696	98 490	104 646	111 186
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	1 119	1 352	1 641	2 876	1 576	1 744	1 821	1 903
Finance charges	1							
Bulk purchases								
Repairs and maintenance	1 293	2 577	2 379	3 539	3 380	3 522	3 677	3 842
Other materials								
Contracted services	5 359	5 075	3 323	2 018	2 033	2 118	2 211	2 310
Transfers and subsidies paid	8 000	19 339	19 587	20 645	20 645	21 512	22 459	23 470
Other expenditure	70 193	67 681	61 556	81 306	74 528	77 658	81 075	84 723
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	140 805	166 155	166 011	197 763	194 858	205 044	215 889	227 434
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	11 668	8 563	7 190	6 690	4 525	4 792	5 041	5 293
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	11 668	8 563	7 190	6 690	4 525	4 792	5 041	5 293
Total Expenditure	152 473	174 718	173 201	204 453	199 383	209 836	220 930	232 727
Surplus/(Deficit) before capital grants	9 744	220	7 089					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	9 744	220	7 089					
Taxation	(2 728)	(275)	1 896					
Surplus/(Deficit) for the year	12 472	495	5 193					

**Detail Capital
2020/21 – 2022/23**

DEPARTMENT VOTE	2020/21 BUDGET R 000	2020/21 - SOURCE OF FINANCE						2021/22 BUDGET R 000	2022/23 BUDGET R 000
		COJ Funding (Loans) 350 R 000	CRR (Cash) 360 R 000	Nat. Grant 374 R 000	Prov. Grant 375 R 000	USDG 373 R 000	Other 376 R 000		
<u>CORE ADMINISTRATION:</u>									
Economic Development	5 680	5 680						5 680	
Environment and Infrastructure	192 300	170 300	22 000					200 000	10 000
Transport	683 153	265 595	173 405	244 153				685 939	1 170 892
Community Development	77 047		77 047					145 000	142 635
Health	113 200	20 200	57 000			36 000		57 530	75 200
Social Development	15 600	4 600	11 000					79 745	50 000
Group Forensic Investigation Services	900		900					100	
Office of the Ombudsman	2 000		2 000					2 000	
City Manager									
Speaker: Legislative Arm of Council	2 000		2 000					5 000	
Group Information and Communication Technology	390 500	100 000	290 500					350 600	340 600
Group Finance	23 000	8 000	15 000					38 000	10 500
Group Corporate and Shared Services	253 145	200 345	52 800					298 358	301 534
Housing	1 064 997	95 000	60 000			909 997		1 070 000	1 000 000
Development Planning	200 206	12 000	51 046	137 160				201 610	184 084
Public Safety	162 200	135 740	26 460					121 365	104 000
TOTAL CORE ADMINISTRATION	3 185 928	1 017 460	841 158	381 313		945 997		3 260 927	3 389 445
<u>MUNICIPAL ENTITIES:</u>									
City Power	738 526	290 523				98 377	349 626	880 098	949 000
Johannesburg Water	1 091 567	405 670	309 983			375 913		993 375	1 030 850
Pikitup	141 823	141 823						156 041	129 960
Johannesburg Roads Agency	1 131 500	422 345	281 155			428 000		1 122 000	1 102 271
Metrobus	145 230	145 230						111 500	90 700
Johannesburg City Parks and Zoo	53 700	13 000	6 000				34 700	37 500	53 300
Johannesburg Development Agency	192 788	98 800	93 988					203 980	157 000
Johannesburg Property Company	147 981	129 381	18 600					35 000	60 000
Metropolitan Trading Company	15 000	5 000	10 000						
Joburg Market	200 410	109 000	91 410					195 510	185 000
Johannesburg Social Housing Company	378 000	185 660	192 340					505 900	501 690
Joburg City Theatres	36 108	36 108						6 019	6 621
TOTAL ME's	4 272 632	1 982 540	1 003 476			902 290	384 326	4 246 923	4 266 391
TOTAL CITY OF JOHANNESBURG	7 458 560	3 000 000	1 844 634	381 313		1 848 287	384 326	7 507 850	7 655 836

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Economic Development							
Inner City Roadmap Economic Development Initiatives Renewal Inner City Intervention JOHANNESBURG F Regional	4004	Community Assets	Community Facilities	6 000	3 000	3 000	
Operational Capital	2486	Furniture and Office Equipment		5 360	2 680	2 680	
Sub Total					5 680	5 680	
Environment and Infrastructure							
Braamfonteinspruit Upper Catchment	6411	Biological or Cultivated Assets		35 000	20 000	15 000	
Operational Capital (EISD) Renewal Operational Capex BRAAMFONTEIN WERF EXT.1 F City Wide	2495	Biological or Cultivated Assets		3 000	2 000	1 000	
Pampoenspruit Catchment rehabilitation New Ecological Infrastructure FOURWAYS A Regional	3939	Other Assets	Operational Buildings	10 000			10 000
Rehabilitation of Ivory Park Water Management Unit (J-IPWMU)	6373	Biological or Cultivated Assets		12 000	2 000	10 000	
Waste Treatment Technologies (City Wide)	4053	Biological or Cultivated Assets		342 300	168 300	174 000	
Sub Total					192 300	200 000	10 000
Transport							
PTF: Public Transport Facility in Sandton	22688	Transport Assets		4 500	2 000	1 000	1 500
PTF: Redevelopment of Inner City Ranks	22687	Transport Assets		92 000	15 000	17 000	60 000
2804_08_Alex Bus Depot (Phase 2 - Workshops)	23140	Roads Infrastructure	Road Structures	1 133 984	244 153	201 939	687 892
COMPL: Sidewalk Improvements: Tsiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide	3931	Roads Infrastructure	Roads	27 000	2 000	5 000	20 000
Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route	22354	Roads Infrastructure	Roads	23 000	10 000	13 000	
Complete Streets: Deep South	22791	Roads Infrastructure	Roads	26 000	1 000	5 000	20 000
Complete Streets: Turfontein	22790	Roads Infrastructure	Roads	26 000	1 000	5 000	20 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Large: Public Transport Facility Redevelopment of Karzene, NEWTOWN EXT.1 Region F	2688	Roads Infrastructure	Roads	70 000	70 000		
NR: Nodal Regeneration: Braamfontein Precinct	22421	Roads Infrastructure	Roads	21 000	1 000	5 000	15 000
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E	4167	Roads Infrastructure	Road Structures	10 000	10 000		
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	4165	Roads Infrastructure	Road Structures	60 000	5 000	35 000	20 000
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3	3103	Roads Infrastructure	Road Structures	10 000	10 000		
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	3925	Roads Infrastructure	Road Structures	64 000	15 000	49 000	
PTF: Small Public Transport Facilities: Tshepisong	3098	Roads Infrastructure	Roads	32 000	20 000	12 000	
PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilities KYA SAND	22674	Transport Assets		47 000	5 000	40 000	2 000
PTF: Small Public Transport Facility: Lehae	22672	Transport Assets		1 000	1 000		
PTF: Transfer Facility: Lenasia Scholar Transport Interchange	3338	Roads Infrastructure	Road Structures	5 500	2 000	1 000	2 500
PTF: Upgrading of Rosebank Public Transport Facility	22789	Transport Assets		27 000	2 000	5 000	20 000
PTF: Upgrading of Sunninghill Public Transport Facilities	22786	Transport Assets		5 000	2 000	1 000	2 000
Purchase of buses (Rea Vaya:2018/19-19/20; and Metrobus: 2020/21)	8787	Transport Assets		800 000	250 000	250 000	300 000
Small: Public Transport Facility in Zakariya Park Region G	4168	Roads Infrastructure	Roads	55 000	15 000	40 000	
Sub Total					683 153	685 939	1 170 892
Community Dev: Head Office							
Operational Capital JOHANNESBURG F	2764	Community Assets	Sport and Recreation Facilities	1 600	500	500	600
Security measures in facilities New Plant and Equipment BRAAMFONTEIN WERF F City Wide	4231	Community Assets	Community Facilities	10 435	2 000	4 000	4 435
Sub Total					2 500	4 500	5 035
Community Dev: Arts, Culture and Heritage							
ACH - Joburg Art Gallery Upgrade JOHANNESBURG F	2895	Community Assets	Community Facilities	16 000	6 000	10 000	
ACH - Upgrading of Museum Africa and Precinct (Three houses, workers museum, Mary Fitzgerald Square)	4129	Community Assets	Community Facilities	16 500	4 500		12 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Operational Capital Arts and Culture New Information Technology JOHANNESBURG F	4212	Community Assets	Community Facilities	1 600	500	500	600
Sub Total					11 000	10 500	12 600
Community Dev: Libraries							
Lib.Johannesburg Library (Centre of Excellence) JOHANNESBURG F	2213	Community Assets	Community Facilities	10 000		10 000	
Lib.RFID tagging for books New Library BRAAMFONTEIN WERF F	3431	Community Assets	Community Facilities	15 000		10 000	5 000
Operational Capital Libraries New Information Technology JOHANNESBURG F	4214	Community Assets	Community Facilities	2 500	500	500	1 500
Sub Total					500	20 500	6 500
Community Dev: Sport and Recreation							
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward	3704	Community Assets	Sport and Recreation Facilities	27 000	7 000	20 000	
Aqua - Construction of the IVORY PARK new swimming pool EXT.2 A Ward	2316	Community Assets	Community Facilities	10 000	10 000		
Construction of a new MPC in Matholesville New Community Centre MATHOLESVILLE C Regional	8722	Community Assets	Community Facilities	46 000	8 000	15 000	23 000
Lehae MPC New Construction LEHAE G	3666	Community Assets		43 000	10 000	10 000	23 000
Minor works at various Comm Dev facilities	22686	Community Assets	Community Facilities	40 000	10 000	18 000	12 000
Operational Capital Sports and Recreation New Information Technology JOHANNESBURG F	4213	Community Assets	Community Facilities	1 500	500	500	500
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward	2233	Community Assets	Community Facilities	75 000	10 000	30 000	35 000
Rec- Construction of Drieziek MPC (ACH and Sports and Recreation)	22675	Community Assets	Sport and Recreation Facilities	48 547	7 547	16 000	25 000
Sub Total					63 047	109 500	118 500

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Health							
2660_00_MINOR WORKS at various clinics across the City Renewal Clinic JOHANNESBURG F City Wide	2660	Community Assets	Community Facilities	26 000	7 000	4 100	14 900
3370_00_Electricity Upgrades, Solar, Generators UPS's and Back-up Electricity for Health Facilities across the city New Clinic JOHANNESBURG F City Wide	3370	Community Assets	Community Facilities	14 500	2 500	2 000	10 000
AIRCONDITIONERS: Supply, install and renew airconditioners in Health Facilities across the city New Clinic JOHANNESBURG F City Wide	3369	Community Assets	Community Facilities	700	200	200	300
Bophelong Clinic (Region C)	6566	Community Assets	Community Facilities	26 500	26 500		
ENTERPRISE ELECTRONIC RECORD MANAGEMENT SYSTEM (E-HEALTH)	22684	Computer Equipment		72 000	30 000	12 000	30 000
Florida clinic New Clinic FLORIDA EXT C Ward	3975	Community Assets	Community Facilities	21 000	21 000		
Naledi clinic New Building NALEDI D	3059	Community Assets		52 000	17 000	35 000	
Operational Capital Spend for Health Renewal Operational Capex JOHANNESBURG F City Wide	2656	Community Assets	Community Facilities	16 230	7 000	3 230	6 000
Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land, layout and design and construction of buildings etc)	2595	Community Assets		17 000	2 000	1 000	14 000
Sub Total					113 200	57 530	75 200
Social Development							
Betrans New Multi Purpose Center	23053	Information and Communication Infrastructure	Data Centres	61 545	1 500	35 045	25 000
FLEURTHOFF FARM	23183	Other Assets	Operational Buildings	1 500	1 500		
Furniture NORTHERN FARM ,FLEURHOFF AND EIKENHOFF FARM	23230	Furniture and Office Equipment		2 500	1 500	1 000	
Minor Upgrades of all Social Development Facilities in all the Regions	3805	Community Assets	Community Facilities	1 000		1 000	
Operational Capital : Equipment and Machinery for Agricultural and Food Resilience(Tractor,Rippers and planters)	23151			4 800	1 500	3 300	
Operational capital renewal- Operationalise Substance Abuse Directorate	3837	Furniture and Office Equipment		5 400	3 000	2 400	
Refurbishment of the Yetta Nethan Community Centre ORLANDO WEST D	2803	Community Assets	Community Facilities	50 500	500	25 000	25 000
Shelters for Displaced People Region F	3700	Community Assets	Community Facilities	17 000	5 000	12 000	

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Windsor West Overnight Shelter	23048	Information and Communication Infrastructure	Capital Spares	1 100	1 100		
Sub Total					15 600	79 745	50 000
Group Forensic Investigation Services							
Furniture and office equipment	23436	Furniture and Office Equipment		650	650		
GFIS: Operational Capital	5300	Furniture and Office Equipment		350	250	100	
Sub Total					900	100	
Office of the Ombudsman							
Operational Capex- Computer, Software, Furniture	22429	Computer Equipment		4 000	2 000	2 000	
Sub Total					2 000	2 000	
Speaker: Legislative Arm of the Council							
Tools of Trade for staff, councillors, and governance structures in the legislature for computers and printers	6682	Machinery and Equipment		7 000	2 000	5 000	
Sub Total					2 000	5 000	
Group Information, Communication Technology							
ICT: Infrastructure End User Computer Hardware	3847	Intangible Assets	Licences and Rights	65 000	10 000	25 000	30 000
ICT-infrastructure upgrading	3808	Intangible Assets	Licences and Rights	210 000	100 000	60 000	50 000
Micosoft Licences	22240	Intangible Assets	Licences and Rights	330 000	110 000	110 000	110 000
Non Sap Application (Johannesburg) Modernization & Optimization Johannesburg City Wide	4149	Intangible Assets		45 000	15 000	15 000	15 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Operational Capital - GICT & IM New Operational Capex JOHANNESBURG F City Wide	2491	Furniture and Office Equipment		1 700	500	600	600
SAP & Non-SAP Archiving JOHANNESBURG F City Wide	3807	Intangible Assets		10 000	10 000		
Sap software Upgrade/re-implementation to latest SAP version Renewal Computer Software JOHANNESBURG F City Wide	4146	Intangible Assets	Licences and Rights	100 000	30 000	40 000	30 000
Smart City Enablement New Computer Software JOHANNESBURG F City Wide	3815	Computer Equipment		40 000	10 000	15 000	15 000
Strategic SAP Update Renewal Computer Software JOHANNESBURG F City Wide	3811	Intangible Assets	Licences and Rights	25 000	10 000		15 000
Upgrading of Security Hardware Equipment Johannesburg	2909	Computer Equipment		70 000	30 000	25 000	15 000
WAN & LAN Upgrade JOHANNESBURG City Wide	3809	Information and Communication Infrastructure	Core Layers	65 000	25 000	20 000	20 000
WIFI Rollout	22669	Computer Equipment		120 000	40 000	40 000	40 000
Sub Total					390 500	350 600	340 600
Group Finance							
Capital Enhancement System Renewal Computer Software JOHANNESBURG F City Wide	3825	Computer Equipment		16 000	8 000	8 000	
New Office Equipment and Furniture City Wide	3080	Information and Communication Infrastructure	Capital Spares	15 000	5 000	5 000	5 000
Operational Capital-Look and Feel Project	2489	Information and Communication Infrastructure	Capital Spares	25 500		20 000	5 500
Valuation Roll System	23371	Intangible Assets	Licences and Rights	15 000	10 000	5 000	
Sub Total					23 000	38 000	10 500
Group Corporate and Shared Services							
Computers_ 23227	23240	Other Assets	Operational Buildings	678	214	226	238
Office Machines_ 23227	23256	Furniture and Office Equipment		415	131	138	146

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Procurement of fleet - SHELA: Red fleet (Fire Engines)	22718	Transport Assets		200 000	200 000		
Procurement of fleet - SHELA: Specialised vehicles	22720	Machinery and Equipment		651 944	52 800	297 994	301 150
Sub Total					253 145	298 358	301 534
Housing							
Braamfischerville Ext 12&13: C Ward	2565	Roads Infrastructure	Roads	37 275	5 500	15 500	16 275
Bramfischerville Ext 7 & 8	6571	Other Assets	Housing	40 000	10 000	10 000	20 000
COSMO CITY PHASE 2 (MALIBONGWE RIDGE)	3456	Water Supply Infrastructure		191 000	71 000	50 000	70 000
Diepkloof Hostel Renewal Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	2893	Other Assets	Housing	57 500	16 000	20 000	21 500
Drieziek Ext.3	3207	Roads Infrastructure	Roads	51 705	15 000	15 100	21 605
Drieziek Ext.4	6581	Roads Infrastructure	Roads	47 050	15 000	10 000	22 050
Drieziek Ext.5	3208	Roads Infrastructure	Roads	51 000	15 000	15 000	21 000
Dube Hostel Renewal Building Alterations DUBE EXT.2 D Ward	2751	Other Assets	Housing	10 000	5 000	5 000	
Elias Motsoaledi Ext1 Township Development (Region D - Ward 24)	3184	Other Assets	Housing	15 000	10 000	5 000	
Ennerdale South	3211	Roads Infrastructure	Roads	30 000	15 000	15 000	
Finetown Proper -Region G	3203	Other Assets	Housing	41 000	5 000	15 000	21 000
Fleurhof Mixed Development	2683	Other Assets	Housing	125 000	85 000	15 000	25 000
Formalisation of informal settlements (UISP)	23409	Other Assets	Housing	1 214 627	221 623	558 116	434 888
Goudrand Rental Development	2889	Other Assets	Housing	20 000	20 000		
Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	2771	Other Assets	Housing	21 000	10 000		11 000
Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	2548	Other Assets	Housing	78 696	30 000	48 696	
Kanana Park Ext 1	3197	Roads Infrastructure	Road Structures	51 500	15 000	15 000	21 500
Kanana Park Ext 2	22115	Community Assets	Community Facilities	45 788	15 000	10 788	20 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Kanana Park Ext 3,4 & 5	3204	Roads Infrastructure	Roads	37 000	15 000		22 000
Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	3185	Investment Properties	Non-revenue Generating	37 000	32 000	5 000	
Lakeside Ext 1, 3 & 5	2733	Roads Infrastructure	Roads	40 000	25 000		15 000
Land Acquisition for Housing Developments City Wide	4255	Other Assets	Housing	10 000	10 000		
Lehae Ext 1	3186	Electrical Infrastructure	MV Networks	90 000	30 000	30 000	30 000
Lufhereng (2000 units)	23421	Roads Infrastructure	Roads	4 000	4 000		
Lufhereng Mixed Development (Bulk, Link & Internal Infrastructure Roads, Storm Water Management Systems, Sewer & Water for 24 000 houses)	2566	Roads Infrastructure	Roads	205 000	100 000	50 000	55 000
Madala Hostel Redevelopment	22183	Water Supply Infrastructure	Bulk Mains	10 000	10 000		
Matholesville Proper	2891	Water Supply Infrastructure	Bulk Mains	10 000	10 000		
Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward	2752	Other Assets	Housing	54 292	10 000	20 000	24 292
Operational capital (HS) New Operational Capex BRAAMFONTEIN WERF F City Wide	2492	Furniture and Office Equipment		9 100	5 000	2 000	2 100
Refurbishment and Upgrading of M2 Hostel Renewal Building Alterations ALEXANDRA EXT.52 E	2769	Other Assets	Housing	3 000	3 000		
Riverside View ext 28 (Diepsloot ext 12)	3457	Water Supply Infrastructure	Distribution Points	133 000	73 000	40 000	20 000
Site and Services - Formalisation of informal settlements across the City. Renewal Bulk Infrastructure JOHANNESBURG F City Wide	2755	Water Supply Infrastructure	Bulk Mains	15 000	5 000	10 000	
South Hills Housing Mixed Development	2671	Roads Infrastructure	Roads	157 500	70 000	45 000	42 500
Stock, Flats and Old-Age Home Upgrading	22758	Other Assets	Housing	105 374	42 874	30 000	32 500
Trans Relocation Area - Alexandra Extension 52 - 144 units	23419	Machinery and Equipment		4 000	4 000		
Trans Relocation Area - Madala Sports Field - 1233 units	23418	Machinery and Equipment		4 000	4 000		
Trans Relocation Area - Marlboro & Marlboro Gardens - 2295 units	23417	Other Assets		4 000	4 000		
Trans Relocation Area - Zandspruit Extension 84 - 701 units	23420	Machinery and Equipment		4 000	4 000		
Tshepisong Proper	2274	Roads Infrastructure	Roads	40 590	10 000	14 800	15 790

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Vlakfontein Ext 3	3202	Other Assets	Housing	30 000	15 000		15 000
Sub Total					1 064 997	1 070 000	1 000 000
Development Planning							
_Brixton Social Cluster	22245	Community Assets	Community Facilities	80 500	53 500	27 000	
Ghandi Square East	22363	Community Assets	Sport and Recreation Facilities	42 000	30 000	12 000	
Inner City Partnership Fund	22365	Intangible Assets	Licences and Rights	48 000	16 000	12 000	20 000
Innecity Core PEU (Including the Southern Parts)	22345	Roads Infrastructure		49 384	1 500	19 500	28 384
Jabulani Precinct Upgrades	22263	Roads Infrastructure	Road Furniture	172 406	62 406	60 000	50 000
JSIP Maintenance	6652	Intangible Assets	Licences and Rights	16 000	6 000	5 000	5 000
New Turfontein Clinic & Multi-purpose center	22195	Community Assets	Community Facilities	93 500	14 500	45 000	34 000
Operating Capital: DPUM Renewal Operational Capex BRAAMFONTEIN WERF F City Wide	2555	Community Assets	Community Facilities	9 200	5 800	1 700	1 700
Paterson Park - stormwater & new social facilities, park and road upgradings	22239	Community Assets	Community Facilities	74 910	10 500	19 410	45 000
Sub Total					200 206	201 610	184 084
Public Safety: Head Office							
3251_00_ Upgrading of Weighbridges at Licensing Testing Centres	3251	Machinery and Equipment		1 500		1 500	
Construction of a business desk at Midrand (One Stop shop for corporate clients)	6662	Other Assets	Operational Buildings	14 000	10 000	2 000	2 000
Integrated Intelligent Operational Centre (IIOC)	22438	Other Assets	Operational Buildings	55 000	20 000	20 000	15 000
Office Furniture	23394	Furniture and Office Equipment		2 000	1 000	1 000	
Operational Capital: (JMPD) New Operational Capex BRAAMFONTEIN WERF F City Wide	2494	Furniture and Office Equipment		1 100	200	900	
Standby generators, air conditioner s and office equipment	22756	Machinery and Equipment		9 000	7 000	2 000	
Sub Total					38 200	27 400	17 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Public Safety: EMS							
Building of EMS training academy for the City of Johannesburg New Building LEHAE EXT.1 G City Wide	3160	Information and Communication Infrastructure	Core Layers	30 000		20 000	10 000
Equipment cache for Urban Search and Rescue (New technology) New Plant and Equipment MARTINDALE B City Wide	2221	Machinery and Equipment		25 000	10 000	10 000	5 000
Fire and Rescue Equipment Replacement Program Martindale C City Wide	3652	Machinery and Equipment		20 000		10 000	10 000
Fire Station - Protea Glen New Building New Building Alterations PROTEA GLEN EXT.1 D Regional	3653	Water Supply Infrastructure	Pump Station	15 000	15 000		
New Fire Station - Central Fire Station MARSHALLS TOWN F Ward	2673	Machinery and Equipment		70 000	30 000	20 000	20 000
Sub Total					55 000	60 000	45 000
Public Safety: JMPD							
Bullet proof vests - body armour	23439	Machinery and Equipment		15 000	15 000		
CCTV for the protection of City of Johannesburg Council owned property. New Plant and Equipment CITY AND SUBURBAN EXT.9 F City Wide	2348	Other Assets	Operational Buildings	8 000	4 000	4 000	
Electronic Enforcement(E-Citation)	23396	Computer Equipment		20 250		10 250	10 000
Martindale Refurbishment	23361	Community Assets	Community Facilities	3 000	3 000		
New Radio Communication system New Plant and Equipment CITY AND SUBURBAN EXT.6 F	2537	Machinery and Equipment		54 715	20 000	14 715	20 000
Operational Capex: Computers for Regional Commnders New Operational Capex JOHANNESBURG E City Wide	4237	Computer Equipment		6 000	2 000	2 000	2 000
Purchase of Dogs & Horses	23358	Zoo's, Marine and Non-biological Animals		5 000	5 000		
Supply Firearms to the JMPD new recruits Renewal Plant and Equipment CITY AND SUBURBAN EXT.6 F City Wide	2684	Machinery and Equipment		33 000	20 000	3 000	10 000
Sub Total					69 000	33 965	42 000
City Power							

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
All fencing and security lighting for various substations Renewal Building Alterations REUVEN F City Wide	4114	Electrical Infrastructure	LV Networks	20 000	5 000	5 000	10 000
Aquire servitudes and sub station sites New Transmission Line REUVEN F City Wide	2379	Electrical Infrastructure	HV Substations	8 000	2 500	2 000	3 500
Cleveland Substation, Reconfigure busbar, replace high risk transformer, add additional 45 MVA transformer andfeeder board. Renewal Bulk Infrastructure HERIOTDALE EXT.10 F Regional	2782	Electrical Infrastructure	HV Substations	25 000	25 000		
Electrification of Mega Projects	22682	Electrical Infrastructure	Power Plants	100 000		100 000	
Electrification of various Informal Settlements - City Wide	4280	Electrical Infrastructure		498 377	98 377	200 000	200 000
Emergency work on the transmission network Renewal Bulk Infrastructure REUVEN F City Wide	2910	Electrical Infrastructure	MV Networks	87 500	35 000	22 500	30 000
Emergency Work Renewal Medium Voltage Network NORTH RIDING EXT.30 C Regional	2448	Electrical Infrastructure	HV Substations	75 000	25 000	20 000	30 000
Emergency work Renewal Medium Voltage Network REUVEN F City Wide	2466	Electrical Infrastructure	MV Networks	85 000	35 000	20 000	30 000
Establish new 88/11 kV substation at Ruimsig A New Bulk Infrastructure RUIMSIG C	2791	Electrical Infrastructure	HV Substations	15 000	15 000		
Hurst Hill Sub-station refurbishment Renewal Bulk Infrastructure HURST HILL B Regional	4071	Electrical Infrastructure	HV Substations	95 000	15 000	25 000	55 000
Install new IED's in substations Renewal Protection REUVEN F City Wide	2757	Electrical Infrastructure	HV Substations	50 000	15 000	10 000	25 000
Install statistical meters on all distributors New Load Management REUVEN F City Wide	3282	Electrical Infrastructure		52 500	22 500	5 000	25 000
Installation of new public lighting: Group luminaire replacement	22840	Electrical Infrastructure	MV Networks	115 000	30 000	50 000	35 000
Installation of new public lighting: Street lights (City Wide)	22839	Electrical Infrastructure	LV Networks	90 000	30 000	30 000	30 000
Installation of new service connections New Service Connections ALEXANDRA EXT.63 E Regional	2202	Community Assets	Community Facilities	23 000	7 000	8 000	8 000
Installation of new service connections New Service Connections HALFWAY HOUSE EXT.74 E Regional	2259	Electrical Infrastructure		23 500	7 500	8 000	8 000
Integrated security, fire detection & suppression systems for major substations. Including fibre optic links (+- 50 % of budget). New Security Equipment REUVEN F City Wide	2336	Other Assets	Operational Buildings	22 700	6 700	6 000	10 000
Lutz: Establish new 88/11 kV cabling New Bulk Infrastructure HONEYDEW MANOR EXT.11 C Ward	2341	Electrical Infrastructure	HV Substations	120 000	40 000	45 000	35 000
Mobile sub-station	22841	Electrical Infrastructure		56 734	30 500	26 234	
Mulbarton Sub - Install additional 45MVA transformer,refurbishment and bus bar reconfiguration. New Bulk Infrastructure LIEFDE EN VREDE EXT.1 F Ward	2541	Electrical Infrastructure	HV Substations	25 000	25 000		
New Service Connections HURST HILL B Regional	2264	Electrical Infrastructure	LV Networks	26 500	7 500	10 000	9 000
New service connections New Service Connections BEREA F Regional	2203	Community Assets	Community Facilities	27 025	7 500	10 025	9 500
New service connections New Service Connections FERNDAL EXT.25 B Regional	2260	Electrical Infrastructure	MV Networks	28 000	6 500	12 000	9 500
New service connections New Service Connections ROODEPOORT EXT.2 C Regional	2261	Electrical Infrastructure	LV Networks	26 499	6 500	9 999	10 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
New Service Connections REUVEN F Regional	2263	Electrical Infrastructure	LV Networks	18 525	6 000	6 025	6 500
Operating Capital New Operational Capex REUVEN F City Wide	2612	Electrical Infrastructure	MV Networks	82 754	20 000	22 754	40 000
Prepare mini subs and load centres for 11 kV conversion Renewal Township Reticulation JEPPESTOWN SOUTH F Regional	2253	Electrical Infrastructure	MV Substations	30 000	10 000	10 000	10 000
Refurbishment of LV infrastructure Renewal Low Voltage REUVEN F Regional	2337	Electrical Infrastructure	LV Networks	35 000	10 000	10 000	15 000
Refurbishment of MV infrastructure(Switchgear and transformers) Renewal Medium Voltage Network REUVEN F Regional	2338	Electrical Infrastructure	MV Substations	38 500	8 500	10 000	20 000
Replace batteries in sub stations Renewal Bulk Infrastructure REUVEN F City Wide	2748	Electrical Infrastructure	HV Substations	18 000	5 000	3 000	10 000
Replace obsolete energy meters with prepaid units Renewal Service Connections REUVEN F City Wide	3272	Electrical Infrastructure	LV Networks	73 561	20 000	23 561	30 000
Replace open LV conductors with ABC Renewal Low Voltage REUVEN F City Wide	2465	Electrical Infrastructure	LV Networks	40 000	15 000	10 000	15 000
Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network NORTH RIDING EXT.30 C City Wide	2285	Electrical Infrastructure	MV Networks	35 000	10 000	5 000	20 000
Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network REUVEN F Regional	2339	Electrical Infrastructure	MV Networks	40 000	10 000	10 000	20 000
Revenue Generation Efficiency Project. Pre-paid system installation of semi automated pre-paid & automated pre paid (smart meters) Renewal Service Connections REUVEN F City Wide	2920	Electrical Infrastructure		85 000	30 000	30 000	25 000
RTU installations New SCADA REUVEN F City Wide	2228	Information and Communication Infrastructure	Core Layers	30 000	5 000	5 000	20 000
SCADA Masterstation upgrade Renewal SCADA REUVEN F City Wide	3898	Electrical Infrastructure	Capital Spares	5 000	5 000		
Telecommunications, Fibre optic installations and upgrades Renewal SCADA REUVEN F Regional	2906	Information and Communication Infrastructure	Capital Spares	45 000	10 000	15 000	20 000
Transformer capital program to eliminate high risk transformers Renewal Bulk Infrastructure REUVEN F City Wide	2798	Electrical Infrastructure	Capital Spares	90 000	30 000	25 000	35 000
Upgrade Eldorado Substation Renewal Bulk Infrastructure ELDORADO PARK G Regional	3891	Electrical Infrastructure	MV Substations	15 000	15 000		
Upgrade John Ware sub station Renewal Bulk Infrastructure FORDSBURG F Regional	2428	Electrical Infrastructure	HV Substations	120 949	10 949	50 000	60 000
Upgrade MV Networks in CBD Renewal Medium Voltage Network JOHANNESBURG F Regional	4113	Electrical Infrastructure	MV Networks	35 000	10 000	10 000	15 000
Upgrading of 88 kV overhead lines Renewal Bulk Infrastructure REUVEN F City Wide	3083	Electrical Infrastructure	LV Networks	35 000	10 000	10 000	15 000
Sub Total					738 526	880 098	949 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Johannesburg Water: Water							
2197_00_Water Demand Management: New Operate and Maintenance Assets (Orange Farm and Soweto)	2197	Water Supply Infrastructure	Distribution	511 125	225 000	171 125	115 000
2226_00_Operational Capital: Operations and Maintenance	2226	Water Supply Infrastructure	Capital Spares	334 827	132 127	95 350	107 350
2231_00_Operational Capital: Corporate Requirements of Johannesburg Water	2231	Water Supply Infrastructure	Distribution	113 000	54 000	28 000	31 000
Basic Water Service New Basic Water and Sewer Services	2198	Water Supply Infrastructure	Distribution	150 000	50 000	50 000	50 000
Deep South/ Orange Farm: Doornkop West/Protea Glen district:Upgrade water infrastructure	2571	Water Supply Infrastructure	Distribution	1 000	1 000		
Halfway House Water Upgrade	21770	Water Supply Infrastructure	Distribution	45 000	5 000	30 000	10 000
Johannesburg Central:planned Replacement Watermains	2248	Water Supply Infrastructure	Distribution	10 000	10 000		
Lenasia High Level Reservoir 10ML	22513	Water Supply Infrastructure	Reservoirs	48 650	23 650	25 000	
Lion Park Bulk Water and Sewer Infrastructure Upgrade	22641	Water Supply Infrastructure	Reservoirs	25 000	5 000	10 000	10 000
Louis Botha Corridor (JW: Water) Renewal Corridors of Freedom Intervention	4018	Water Supply Infrastructure	Water Treatment Works	5 000	5 000		
Midrand: Blue Hills Tower 1.8ML	2567	Water Supply Infrastructure	Reservoirs	25 000	5 000	10 000	10 000
Midrand: Carlswald Water Infrastructure Upgrade	3882	Water Supply Infrastructure	Distribution	58 000	8 000	30 000	20 000
Midrand: Erand Tower 2 1.5ML	6494	Water Supply Infrastructure	Reservoirs	43 000	15 000	18 000	10 000
Midrand: Halfway house Reservoir 20ML	6496	Water Supply Infrastructure	Reservoirs	70 000	10 000	20 000	40 000
Midrand: Ivory Park North Water Upgrade	22651	Water Supply Infrastructure	Bulk Mains	13 500	2 500	1 000	10 000
Midrand: Planned replacement: Watermains Renewal	3540	Water Supply Infrastructure	Distribution	5 000	5 000		
Naturena Bulk Water Upgrade	23413	Community Assets	Community Facilities	6 000	6 000		
Operational Capital: Planning and engineering studies	2225	Water Supply Infrastructure	Water Treatment Works	102 000	32 000	35 000	35 000
Operational Capital: Provision for Emergency Work	2484	Water Supply Infrastructure	Capital Spares	90 000	30 000	30 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Orange farm/ Deep South: Lenasia Water Upgrade	2375	Water Supply Infrastructure	Distribution	5 000	5 000		
Orange Farm/ Deep South: Planned Replacement Watermains	3516	Water Supply Infrastructure	Distribution	10 000	10 000		
OV: Infrastructure Renewal Plan	21993	Water Supply Infrastructure	Bulk Mains	29 190	29 190		
Perth Empire Corridor (JW: Water) Renewal Corridors of Freedom Intervention	4019	Water Supply Infrastructure	Distribution	10 000	10 000		
Roodepoort/Diepsloot: Planned Replacement Watermains	2246	Water Supply Infrastructure	Distribution	5 000	5 000		
Roodepoort/Diepsloot: Robertville Tower 2.25ML	4040	Water Supply Infrastructure	Reservoirs	40 000	15 000	20 000	5 000
Sandton/ Alexandra: Founder Hill Water upgrade New Water Mains FOUNDERS HILL B Regional	3553	Water Supply Infrastructure	Bulk Mains	15 000	5 000		10 000
Sandton/ Alexandra: Woodmead Reservoir 22ML	3464	Water Supply Infrastructure	Reservoirs	55 000	5 000	20 000	30 000
Sandton/Alexandra: Bryanston Water Upgrade	2369	Water Supply Infrastructure	Distribution	25 000	10 000	5 000	10 000
Sandton/Alexandra: Linbro Park Water Upgrade	2314	Water Supply Infrastructure	Distribution	30 000	20 000		10 000
Sandton/Alexandra: Planned replacement watermains	2245	Water Supply Infrastructure	Distribution	20 000	20 000		
Sandton/Alexandra:RW Weltevreden water upgrade	22665	Water Supply Infrastructure	Water Treatment Works	10 000	10 000		
Southdale/ Laaglaagte: Crown Gardens Tower 1.1 ML	3472	Water Supply Infrastructure	Reservoirs	8 000	8 000		
Southdale/ Langlaagte: Aeroton Direct Tower1.4ML	3473	Water Supply Infrastructure	Reservoirs	3 000	3 000		
Soweto: Planned Replacement of the Watermains Renewal Water Mains MAPETLA D Ward	2481	Water Supply Infrastructure	Bulk Mains	20 000	10 000		10 000
Sub Total					789 467	598 475	553 350
Johannesburg Water: Sewer							
Bushkoppie: New PSTs number 2	6501	Solid Waste Infrastructure	Waste Processing Facilities	35 000	5 000	15 000	15 000
Bushkoppies Works: BK Balancing Tank	2450	Sanitation Infrastructure	Waste Water Treatment Works	3 000	3 000		
Bushkoppies Works: Upgrade main Blowers and Pipework	6503	Community Assets	Community Facilities	40 000	5 000	15 000	20 000
Driefontein Works: Infrastructure Renewal Plan	3497	Solid Waste Infrastructure	Waste Processing Facilities	10 000	10 000		

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Driefontein Works: Refurbish WAS and RAS p/s	3492	Solid Waste Infrastructure	Waste Processing Facilities	1 000	1 000		
Ennerdale Works: Dam cleaning and lining	6546	Solid Waste Infrastructure	Waste Processing Facilities	16 000	1 000	5 000	10 000
Ennerdale Works: Replace module mixers and motors	6547	Solid Waste Infrastructure	Waste Processing Facilities	3 600	3 600		
Goudkoppies Works: Infrastructure Renewal Plan	3484	Solid Waste Infrastructure	Waste Processing Facilities	42 000	12 000		30 000
Johannesburg Central: Planned Replacement Sewer mains	3614	Sanitation Infrastructure	Reticulation	10 000	10 000		
LA: Module 1	3232	Sanitation Infrastructure	Waste Water Treatment Works	188 000	10 000	78 000	100 000
Midrand: Ivory Park North Upgrade Sewer	6527	Sanitation Infrastructure	Reticulation	13 500	2 500	1 000	10 000
Northern Works: Belt Presses New #4	2308	Sanitation Infrastructure	Waste Water Treatment Works	25 815	15 000	3 900	6 915
Northern Works: Desludge and line Dam 02	3963	Sanitation Infrastructure	Waste Water Treatment Works	25 000	10 000	5 000	10 000
Northern Works: Infrastructure renewal	3490	Sanitation Infrastructure	Waste Water Treatment Works	77 000	5 000	45 000	27 000
Northern Works: Unit 4 liquor treatment	3961	Sanitation Infrastructure	Waste Water Treatment Works	50 000	30 000	20 000	
Northern Works: Unit 4: Replacement of Electromechanical	6545	Sanitation Infrastructure	Waste Water Treatment Works	80 000	10 000	30 000	40 000
Northern works: Unit 5 mod 2	2519	Sanitation Infrastructure	Waste Water Treatment Works	203 585	40 000	80 000	83 585
Olifantsvlei Works: Belt Presses # 1	2447	Sanitation Infrastructure	Waste Water Treatment Works	11 000	1 000		10 000
Olifantsvlei Works: Digester Heating and Mixing	2446	Solid Waste Infrastructure	Waste Processing Facilities	10 000	10 000		
Orange Farm/ Deep south: Planned Replacement Sewer mains	3520	Sanitation Infrastructure	Reticulation	10 000	10 000		
Roodepoort/ Diepsloot: Diepsloot sewer Pipelines and Bridge	3918	Sanitation Infrastructure	Reticulation	70 000	50 000	20 000	
Roodepoort/ Diepsloot: Lanseria Outfall Sewer Upgrade	3601	Sanitation Infrastructure	Reticulation	115 000	10 000	55 000	50 000
Roodepoort/ Diepsloot: Planned Replacement Sewer mains	3586	Sanitation Infrastructure	Reticulation	35 000	5 000	15 000	15 000
Roodepoort/ Diepsloot: Witpoortjie Sewer upgrade Renewal Bulk Waste Water WITPOORTJIE C	3610	Sanitation Infrastructure	Outfall Sewers	22 000	2 000		20 000
Sandton/ Alexandra: Louis Botha Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention	4023	Sanitation Infrastructure	Reticulation	5 000	5 000		
Sandton/ Alexandra: Planned Replacement Sewer mains	3558	Sanitation Infrastructure	Reticulation	40 000	5 000	5 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Soweto: Anthea Nancefield Sewer (Klipspruit River) Phase 1	22511	Sanitation Infrastructure	Outfall Sewers	20 000	20 000		
Soweto: Planned Replacement Sewer mains	3627	Sanitation Infrastructure	Reticulation	10 000	10 000		
WWTW: Northern Farm - Dam Repair	22066	Solid Waste Infrastructure		3 000	1 000	2 000	
Sub Total					302 100	394 900	477 500
Pikitup							
2667_00_ Facilities renewal, upgrades and new including branding and signage	2667	Investment Properties	Non-revenue Generating	204 549	88 116	81 791	34 642
2740_00_Buyback and sorting facilities including drop-off centres	2740	Solid Waste Infrastructure	Waste Separation Facilities	55 954	19 954	23 000	13 000
ICT Hardware and Software	2194	Computer Equipment		17 000	11 000	4 000	2 000
Separation at source facilities and equipment	3196	Solid Waste Infrastructure	Waste Separation Facilities	143 321	21 753	42 250	79 318
Waste bulk containers	2188	Solid Waste Infrastructure	Waste Drop-off Points	7 000	1 000	5 000	1 000
Sub Total					141 823	156 041	129 960
Johannesburg Roads Agency							
3983_00_RAMs - Existing stormwater network VCAs - City wide	3983	Intangible Assets	Licences and Rights	70 000	5 000	35 000	30 000
3983_01_RAMs - Alexandra ARP Storm-water Network VCA's Region E, Wards 108, 116, 105, 76, 7	23044	Storm water Infrastructure	Storm water Conveyance	15 500	1 500	7 000	7 000
3983_02_RAMs - Fordsburg: Inner City Roadmap Storm-water Network VCA's Region F; Ward	23045	Storm water Infrastructure	Storm water Conveyance	11 250	1 250	5 000	5 000
3983_03_RAMs - Inner-city Storm-water Network VCA's Region E	23047	Storm water Infrastructure	Storm water Conveyance	23 250	1 250	11 000	11 000
3983_04_RAMs - Northcliff Storm-water Network VCA's Region C	23046	Storm water Infrastructure	Storm water Conveyance	1 000	1 000		
BRID 10 - Bridge Expansion Joints. Renewal Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	3266	Roads Infrastructure	Roads	70 000		30 000	40 000
BRID 11 - Bridge Rehabilitation. Renewal Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide . The bridges include Modderfontein Road Dorelan, Bridge Drive Bradley View, The Avenue (Hilson) The Gardens, 12th Avenue Bryanston	2427	Roads Infrastructure	Roads	214 083	90 467	53 616	70 000
BRID 11 - Bridges: Visual Condition Assessment and Detailed Bridge Design for Bridge Rehabilitation Projects (Bridge Management System). New Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	3268	Roads Infrastructure	Road Structures	75 000	15 000	30 000	30 000
BRID 20 - Bridges: Replacement of bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide - Spring Road Bridge	3269	Roads Infrastructure	Road Structures	60 000		30 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
BRID 20 - Conrad Bridge; Blairgowrie. Renewal Bridges (Pedestrian and Vehicles) CRAIGHALL B WARD	3015	Roads Infrastructure	Road Structures	24 000	6 000	18 000	
CATCH - Flooding intervention and alleviation in Far East Bank - Alexandra	23269	Storm water Infrastructure	Storm water Conveyance	10 000	10 000		
CATCH - Implementation of CBP Stormwater Masterplanning: Soweto. New Stormwater Management Projects ORLANDO WEST D Regional	4205	Storm water Infrastructure	Attenuation	80 000	30 000	20 000	30 000
CATCH 10 - Emergency Stormwater Improvement (Multi year): Protea Glen Ext 1-4 (Phase 1-5). New Stormwater Catchments PROTEA GLEN D Ward	2577	Roads Infrastructure	Roads	105 000	30 000	30 000	45 000
CATCH 200 - Braamfontein Spruit Catchment: Erosion Protection - Sub 07, Morningside Manor to George Lea Park. New Stormwater Catchments MORNINGSIDE EXT.77 E Ward	2405	Roads Infrastructure	Roads	2 000	2 000		
CATCH 210 - Klein Jukskei Catchment: (CBP) Stormwater Control: Willows Development - Windsor New Stormwater Catchments JUKSKEI PARK B Ward	2398	Roads Infrastructure	Roads	20 000		10 000	10 000
CATCH 210 - Klein Jukskei Catchment: Bond Stream Relief System, Ferndale. New Stormwater Catchments FERNDALE B Ward	2415	Roads Infrastructure	Roads	65 000	35 000	15 000	15 000
CATCH 212 - Bezuidenhout Valley Catchment Upgrade: Rehabilitation of existing water course and wetland.	2611	Roads Infrastructure	Roads	3 000	3 000		
CATCH 240 - Jukskei Catchment - Vorna Valley Stream New Stormwater Catchments VORNA VALLEY EXT.13 A Ward	3024	Roads Infrastructure	Roads	12 000	6 000	6 000	
CONV - Conversion of Open Drains to underground storm water system in Bram Fischerville. Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward	3789	Storm water Infrastructure	Storm water Conveyance	60 000	10 000	20 000	30 000
CONV - Conversion of Open Drains to underground storm water system/Covered Drains in Orange Farm. Renewal Stormwater Management Projects ORANGE FARM G Ward	3788	Storm water Infrastructure	Drainage Collection	95 000	30 000	30 000	35 000
CONV - Conversion of Open Drains to Underground/Covered Drains in Ivory Park and surrounding areas. Renewal Stormwater Management Projects IVORY PARK EXT.7 A Ward	2706	Roads Infrastructure	Roads	71 711	20 000	20 000	31 711
Implementation of complete street standards citywide (sidewalks and stormwater upgrades)	22749	Community Assets	Community Facilities	22 000	2 000	20 000	
MISCL - Dam Safety Rehabilitation Renewal Stormwater Management Projects JOHANNESBURG F City Wide	3033	Storm water Infrastructure	Attenuation	35 000	6 000		29 000
MISCL - Emergency, Critical and Urgent Depot Stormwater Improvements. Existing Stormwater Management Projects JOHANNESBURG City Wide	2389	Storm water Infrastructure	Storm water Conveyance	150 000	40 000	60 000	50 000
MISCL - Gravel Roads: Zandspruit New Roads: Construction and Upgrades ZANDSPRUIT C Ward	4137	Roads Infrastructure	Roads	10 000	10 000		
MISCL - Integrated Roads and Stormwater Masterplanning. New Stormwater Management Projects JOHANNESBURG F City Wide	2422	Storm water Infrastructure	Storm water Conveyance	39 000	9 000	10 000	20 000
MISCL - Investigate and Design Future Schemes. New Operational Capex JOHANNESBURG F City Wide	2416	Roads Infrastructure	Roads	22 000	6 000	6 000	10 000
MISCL - Tarring of Gravel Roads: Bram Fischerville. New Roads: Construction and Upgrades BRAM FISCHERVILLE D Ward	2496	Roads Infrastructure	Roads	30 000	30 000		
MISCL - Tarring of Gravel Roads: City Wide	22681	Roads Infrastructure	Roads	15 908	15 000		908
MISCL - Tarring of Gravel Roads: Diepsloot. New Roads: Construction and Upgrades DIEPSLOOT WEST EXT.3 A Ward	2410	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000
MISCL - Tarring of Gravel Roads: Doornkop/Thulani. New Roads: Construction and Upgrades DOORKOP D Ward	2417	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
MISCL - Tarring of Gravel Roads: Drieziek. New Roads: Construction and Upgrades DRIEZIEK G Ward	3986	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000
MISCL - Tarring of Gravel Roads: Ivory Park and Surrounding Areas. New Gravel Road IVORY PARK EXT.9 A Ward	2399	Roads Infrastructure	Roads	30 000	30 000		
MISCL - Tarring of Gravel Roads: Kaalfontein. New Roads: Construction and Upgrades KAALFONTEIN EXT.2 A Ward	4206	Roads Infrastructure	Roads	30 000	30 000		
MISCL - Tarring of Gravel Roads: Lawley. New Roads: Construction and Upgrades LAWLEY EXT.1	2973	Roads Infrastructure	Roads	15 000	15 000		
MISCL - Tarring of Gravel Roads: Mayibuye. New Roads: Construction and Upgrades COMMERCIA A Ward	4209	Roads Infrastructure	Roads	30 000	30 000		
MISCL - Tarring of Gravel Roads: Orange Farm and Surrounding Areas. New Roads: Construction and Upgrades ORANGE FARM G Ward	2393	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000
MISCL - Tarring of Gravel Roads: Poortjie. New Roads: Construction and Upgrades POORTJIE G Ward	4135	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000
MISCL - Tarring of Gravel Roads: Slovoville New Roads: Construction and Upgrades SLOVOVILLE D Ward	4136	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000
MISCL - Tarring of Gravel Roads: Tshepisoong. New Roads: Construction and Upgrades TSHEPISOONG C Ward	3819	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000
MOB - Alternative Energy: Alternative Power Sources (LED). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2963	Roads Infrastructure	Roads	9 000	3 000	3 000	3 000
MOB - Alternative Energy: Alternative Power Sources (UPS). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2992	Roads Infrastructure	Capital Spares	49 000	18 000	13 000	18 000
MOB - Geometric Improvements. Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2970	Roads Infrastructure	Roads	40 000	10 000	15 000	15 000
MOB - Guardrails. Renewal Roads: Construction and Upgrades JOHANNESBURG F Regional	2998	Roads Infrastructure	Roads	5 000	5 000		
MOB - Installation of New Warranted Traffic Signals	2767	Roads Infrastructure	Road Structures	20 000	5 000	5 000	10 000
MOB - Intelligent Transport Systems (ITS) Projects. New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2472	Roads Infrastructure	Roads	15 000	5 000	5 000	5 000
MOB - Recabling of Traffic Signals. Intelligent Transportation System & Networks JOHANNESBURG F City Wide	3305	Roads Infrastructure	Roads	40 000	40 000		
MOB - Remote Monitoring: Urban Traffic Control (UTC). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2978	Roads Infrastructure	Capital Spares	6 000	2 000	2 000	2 000
MOB - SARTSM: Upgrade Traffic Signals intersections City Wide	2961	Roads Infrastructure	Roads	22 000	6 000	6 000	10 000
MOB - Traffic Management Centre. Renewal Mobility: Intelligent Transportation System & Networks	3021	Roads Infrastructure	Capital Spares	29 500	9 500	10 000	10 000
MOB - Upgrading Controllers and Phasing. Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F Regional	3001	Roads Infrastructure	Capital Spares	20 500	10 500	5 000	5 000
MOB - Upgrading of Traffic Signals Controllers. Intelligent Transportation System & Networks JOHANNESBURG F City Wide	3038	Roads Infrastructure	Roads	18 000	6 000	6 000	6 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Operational Capital: CS - Depot Upgrading and Standarization. Renewal Operational Capex JOHANNESBURG F City Wide	3319	Roads Infrastructure	Roads	80 000	5 000	30 000	45 000
Operational Capital: CS - Operational Capex. Renewal Operational Capex JOHANNESBURG F City Wide	2581	Roads Infrastructure	Road Structures	70 000	10 000	30 000	30 000
Operational Capital: CS - Upgrade of Head Office Facilities. Renewal Building Alterations JOHANNESBURG F City Wide	3982	Other Assets	Operational Buildings	25 000			25 000
RAMS - GIS Improvement	3801	Intangible Assets	Licences and Rights	30 000	5 000	25 000	
REHAB - Rehabilitation of Open Channels City Wide. Renewal Stormwater Management Projects JOHANNESBURG F City Wide	3984	Storm water Infrastructure	Storm water Conveyance	50 000	30 000	20 000	
REHAB - Road Rehabilitation and Reconstruction Programme. Renewal Roads: Construction and Upgrades JOHANNESBURG City Wide	2412	Roads Infrastructure	Roads	113 884	50 000	63 884	
RESUR - Resurfacing of M1 Motorway. Renewal Roads: Rehabilitation MELROSE E City Wide	3816	Roads Infrastructure	Roads	60 000	30 000	30 000	
RESUR - Resurfacing of M2 Motorway. Renewal Roads: Rehabilitation JOHANNESBURG F City Wide	3817	Roads Infrastructure	Roads	56 370	31 370	25 000	
RESUR - Resurfacing of Roads Renewal Roads: Rehabilitation Johannesburg City Wide	3171	Roads Infrastructure	Roads	209 113	69 113	70 000	70 000
RESUR - Resurfacing of Soweto Highway. Renewal Roads: Rehabilitation ORLANDO D City Wide	3818	Roads Infrastructure	Roads	40 000	10 000	10 000	20 000
RNP004_James Street Extension. New Roads: Construction and Upgrades ENNERDALE G Regional	2881	Roads Infrastructure	Roads	20 000		20 000	
RNP005_Spencer Road New Link New Roads: Construction and Upgrades FLEURHOF C Regional	2882	Roads Infrastructure	Roads	46 000	6 000	30 000	10 000
RNP013_Jan Smuts Dualling Renewal Roads: Construction and Upgrades PARKWOOD B Regional	2950	Roads Infrastructure	Roads	22 000	12 000	10 000	
RNP022_Richards Drive Upgrading Renewal Roads: Construction and Upgrades HALFWAY HOUSE EXT.95	2853	Roads Infrastructure	Roads	10 702	550	1 500	8 652
RNP085_Bulk stormwater development/Transport hub SANDOWN E Ward	2955	Roads Infrastructure	Roads	37 000	2 000		35 000
Tarring of Zandspruit Access Road	8689	Roads Infrastructure	Roads	25 000	10 000		15 000
Traffic calming measures City Wide	22680	Roads Infrastructure	Road Structures	40 000	10 000	10 000	20 000
Sub Total					1 131 500	1 122 000	1 102 271
Metrobus							
Borehole pump	23327	Machinery and Equipment		500	500		
Building - Building Alterations/Upgrade	2663	Other Assets	Operational Buildings	64 580	19 580	15 000	30 000
Bus Refurbishment	22111	Transport Assets		87 000	32 000	25 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Cashless Ticketing System, Bus CCTV, on board machine	22114	Machinery and Equipment		100 000	50 000	50 000	
CCTV cameras for head office	23331	Computer Equipment		11 500	11 500		
Engine and Gear box refurbishment	2553	Transport Assets		30 500	7 500	8 000	15 000
Furniture and Office Equipment	2201	Furniture and Office Equipment		7 150	2 450	4 000	700
IT Equipment, New Computers and Hardware Computer Hardware	2662	Computer Equipment		36 500	19 000	7 500	10 000
Plant and Machinery	2286	Roads Infrastructure	Capital Spares	9 700	2 700	2 000	5 000
Sub Total					145 230	111 500	90 700
Johannesburg City Parks and Zoo							
Bird Sanctuary Infrastructure upgrade - City wide JOHANNESBURG F Regional	3135	Biological or Cultivated Assets		181	181		
Cemetery Upgrades- Phase 1	22371	Community Assets	Community Facilities	9 000	3 000		6 000
City Parks House - IT Equipment New Computer Hardware F Ward	2722	Community Assets	Community Facilities	8 000	2 000	3 000	3 000
City Parks House - New Furniture F City Wide	2582	Community Assets	Community Facilities	3 000		1 000	2 000
Development and upgrading of of Riverlea Parks Renewal Park RIVERLEA Ward	2244	Community Assets	Sport and Recreation Facilities	1 500	1 500		
Dorothy Nyembe EE - E-Learning Center	22853	Community Assets	Community Facilities	2 000	2 000		
Florida Park Upgrade	22892	Community Assets	Community Facilities	3 000	3 000		
Golden Harvest Park Upgrade	22623	Community Assets	Sport and Recreation Facilities	5 700	2 200	3 500	

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Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Innercity Parks Intervention Development and Upgrading JOHANNESBURG F Regional	3942	Community Assets	Community Facilities	9 500	4 500	5 000	
JHB Botanical Gardens Infrastructure upgrade in Emmarentia Renewal Park EMMARENTIA B City Wide	3134	Community Assets	Community Facilities	8 500	1 500	3 000	4 000
Lenasia Eco Park Development New Park LENASIA SOUTH	2344	Community Assets	Community Facilities	5 300	5 000		300
Louis Botha Park upgrades E Regional	4002	Community Assets	Community Facilities	2 000	2 000		
Olifantsvlei Cemetery Renewal Cemetery NATURENA EXT.15 D Ward	2575	Community Assets	Community Facilities	22 044	2 044		20 000
Park development in Emdeni New Park EMDENI D Ward	3181	Community Assets	Sport and Recreation Facilities	2 000	2 000		
Park development in Protea Glen New Park PROTEA GLEN D Ward	3178	Community Assets	Sport and Recreation Facilities	4 000	2 000	2 000	
Plant and equipment New Plant and Equipment JOHANNESBURG F Ward	2724	Community Assets	Community Facilities	12 000	4 000	4 000	4 000
Protea Glen New Park Development	23037	Community Assets	Community Facilities	2 000	2 000		
Rabie Ridge New Park development	22619	Community Assets	Sport and Recreation Facilities	6 175	1 175	5 000	
Road Islands and Town Entrances Greening & Beautification New Park JOHANNESBURG F City Wide	2897	Community Assets	Community Facilities	500	500		
Tsepisong New Park development	22366	Community Assets	Community Facilities	4 000	2 000	2 000	
Upgrade of existing parks to Occupational health and safety standards New Park JOHANNESBURG F City Wide	3253	Community Assets	Community Facilities	5 400	1 400		4 000
Upgrading of Huddle Park Nursery Renewal Park ALEXANDRA EXT.4 E Regional	2242	Community Assets	Community Facilities	1 000	1 000		
Zoo Infrastructure Renewal Building Alterations SAXONWOLD F Ward	3884	Zoo's, Marine and Non-biological Animals		20 000	6 000	6 000	8 000
Zoo - Animal Purchases New Operational Capex SAXONWOLD E City Wide	3859	Zoo's, Marine and Non-biological Animals		5 200	200	3 000	2 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Sub Total					53 700	37 500	53 300
Johannesburg Development Agency							
Alexandra Sports and Youth Development _SAFA Safe Hub Facility	6386	Community Assets	Sport and Recreation Facilities	24 000	24 000		
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide	3991	Roads Infrastructure	Road Structures	48 800	8 800	25 000	15 000
Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward	2704	Community Assets	Community Facilities	31 000	30 000	1 000	
CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	4015	Storm water Infrastructure	Storm water Conveyance	9 988	4 988	5 000	
CORR - Perth Empire Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional	4016	Roads Infrastructure	Roads	22 980	20 000	2 980	
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	3988	Roads Infrastructure	Roads	70 000	15 000	30 000	25 000
Inner City Eastern Gateway_TOD and Movement Corridors	22281	Roads Infrastructure	Roads	68 000	18 000	25 000	25 000
Ivory Park UDF_ Development_Catalytic Node infrastructure projects	6384	Community Assets	Community Facilities	65 000	10 000	30 000	25 000
Melville Activity Street_Neighbourhood Development_CoF_Upgrade	22116	Roads Infrastructure	Road Furniture	36 500	1 500	20 000	15 000
Operational Capex New Operational Capex NEWTOWN F City Wide	4126	Computer Equipment		2 000	1 000		1 000
Orchards Clinic	22997	Community Assets	Community Facilities	20 000	20 000		
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	2503	Community Assets	Sport and Recreation Facilities	17 000	2 000	15 000	
Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide	4090	Community Assets	Community Facilities	1 500	1 500		
Randburg CBD regeneration Renewal Precinct Redevelopment FERNDALE B Regional	2224	Roads Infrastructure	Roads	23 000	2 000	20 000	1 000
Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G	22515	Community Assets	Community Facilities	58 000	18 000	15 000	25 000
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	22119	Roads Infrastructure	Road Structures	56 000	16 000	15 000	25 000
Sub Total					192 788	203 980	157 000
Johannesburg Property Company							
Computer Equipment - New Computer Upgrades	2669	Computer Equipment		8 100	8 100		
Erf 43-46 Victoria Ext 3(Paterson Park Node) VICTORIA EXT.3 E Regional	4142	Investment Properties	Revenue Generating	15 000	5 000		10 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
FMMU - Public Conveniences New Public toilets JOHANNESBURG	2290	Community Assets	Community Facilities	25 000	25 000		
Marlboro Station Project Land Preparation	6309			5 500	500	5 000	
Metromall Taxi Rank Shop Revitalisation and Waste Management Area Redesign	6358	Community Assets	Community Facilities	40 000	20 000	20 000	
Office Space Optimisation Program New Precinct Redevelopment JOHANNESBURG F City Wide	4184	Other Assets	Operational Buildings	71 881	71 881		
Park Central Facility Upgrade and Packaging Renewal Building Alterations JOHANNESBURG F Ward	2282	Community Assets	Community Facilities	7 500	2 500		5 000
Revamping of the Informal Trading Stalls within the Inner City Renewal Operational Capex JOHANNESBURG F Ward	2284	Community Assets	Community Facilities	30 000	15 000		15 000
Site Development Projects New Land Preparation JOHANNESBURG F City Wide	3944	Storm water Infrastructure	Attenuation	30 000			30 000
Watt Street Inter-change New Housing Development WYNBERG E Regional	4180	Investment Properties	Revenue Generating	10 000		10 000	
Sub Total					147 981	35 000	60 000
Metropolitan Trading Company							
Office Upgrade and Office laptops and desktops-	22873	Computer Equipment		5 000	5 000		
Batteries for core nodes (these batteries are reaching the end of useful life)	23405	Information and Communication Infrastructure	Data Centres	10 000	10 000		
Sub Total					15 000		
Joburg Market							
Installation of Sprinkler System(Fire suppression system OHSA)	3331	Water Supply Infrastructure	Capital Spares	20 000	5 000	5 000	10 000
Refurbishments/Construction of ablution facilities	3357	Sanitation Infrastructure	Toilet Facilities	12 000	4 000	4 000	4 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Upgrades to the Main Building (Mandela Market. Cold Rooms ,Offices & Food Courtyard)	2598	Other Assets	Operational Buildings	125 000	60 000	50 000	15 000
Alternative Energy Systems	22547	Machinery and Equipment		17 000	2 000		15 000
Construction of a pack-house for emerging farmers at the Joburg Market	6399	Other Assets	Operational Buildings	20 000	5 000	10 000	5 000
Extension of Trading Halls at the Joburg Market	23094	Other Assets	Operational Buildings	130 000	15 000	35 000	80 000
Installation of Smart Meters - Revenue Protection	23093	Machinery and Equipment		45 000	34 000	10 000	1 000
IT servers and UPS Renewal Computer Hardware	3850	Other Assets	Operational Buildings	12 000		7 000	5 000
Office equipment New/Renewal New Office Equipment	3351	Sanitation Infrastructure	Waste Water Treatment Works	7 000	5 000	2 000	
Operational Capital - Cleaning in-sourcing	23378	Furniture and Office Equipment		13 000	10 000	2 000	1 000
Operational Capital: Computer Hardware New/Renewal Renewal Computer Hardware CITY DEEP EXT.22 F Regional	3958	Computer Equipment		12 820	4 410	4 410	4 000
Operational Capital: Directional signage within market premises New Building Alterations CITY DEEP EXT.22 F Regional	3328	Other Assets	Operational Buildings	7 000	5 000	1 000	1 000
Operational Capital: Replacement of the roof at trading halls New Building Alterations CITY DEEP EXT.22 F Regional	3364	Other Assets	Operational Buildings	60 000	10 000	30 000	20 000
Operational Capital: Upgrade CCTV Renewal Computer Software CITY DEEP EXT.22 F Regional	2275	Information and Communication Infrastructure	Capital Spares	37 000	25 000	10 000	2 000
Operational Capital: Upgrade Hall 9 Renewal Building Alterations CITY DEEP EXT.22 F Regional	2504	Other Assets	Operational Buildings	15 100	5 000	5 100	5 000
upgrade of Market Facilities Cooling of the Halls	3353	Community Assets	Sport and Recreation Facilities	8 000	1 000	5 000	2 000
Upgrading of Banana Ripening and Cold rooms	22489	Other Assets	Operational Buildings	40 000	10 000	15 000	15 000
Sub Total					200 410	195 510	185 000
JOSHCO							
106 Claim Street Inner City Building Conversion Region F	22292	Roads Infrastructure	Roads	5 000	5 000		
38 Rissik Street (NBS) Inner City Building Conversion	22470	Other Assets	Operational Buildings	50 250	4 550	20 000	25 700
80 Plein Street Inner City Building Conversion Region F	4093	Machinery and Equipment		10 000	10 000		
Abel Road Inner City Building Conversion Region F	22297	Machinery and Equipment		10 000	10 000		
Auckland Park Social Housing Project Region B.	4134	Other Assets	Housing	23 000		15 000	8 000

Medium-Term Budget 2020/21 – 2022/23

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Booyens Place Inner City Building Conversion	22469	Other Assets	Housing	41 790		15 000	26 790
Booyens Street Inner City Conversion	22468	Other Assets	Housing	72 000	5 000	20 000	47 000
Casamia Inner City Building Upgrade Region F	4046	Machinery and Equipment		60 000	5 000	20 000	35 000
Devland Golden Highway Social Housing Project Region D	3885	Other Assets	Housing	110 000	33 000	42 000	35 000
Inner City Buildings Acquisitions	2419	Other Assets	Housing	48 000	16 000	32 000	
JOSHCO House	23364	Investment Properties	Non-revenue Generating	30 000	30 000		
Lufhereng Social Housing Project Region D	2323	Other Assets	Housing	101 000	31 000	40 000	30 000
Marlboro Social Housing Project Region E	3535	Other Assets	Housing	40 250		14 750	25 500
Nancefield Social Housing Project Region D	2359	Other Assets	Housing	88 000	18 000	35 000	35 000
Princess Plots Social Housing Project Region C	3794	Other Assets	Housing	100 000	40 000	25 000	35 000
Randburg Selkirk Social Housing Project Region B	2353	Other Assets	Housing	125 442	40 442	50 000	35 000
Roodepoort Social Housing Upgrade Region C	4041	Other Assets	Housing	37 000	20 000	17 000	
Smit Street Inner City Building Conversion Region F	22282	Investment Properties	Revenue Generating	55 000		25 000	30 000
Special Projects Programme	23363	Sanitation Infrastructure	Reticulation	24 058	24 058		
Tum-Key 1: Region A	23366	Other Assets	Housing	98 450	25 950	42 500	30 000
Tum-Key 1: Region B	23367	Other Assets	Housing	85 200	20 000	32 500	32 700
Tum-Key 3: Region D	23368	Other Assets	Housing	74 500	20 000	24 500	30 000
Tum-Key 4: Region G	23369	Other Assets	Housing	96 650	20 000	35 650	41 000
Sub Total					378 000	505 900	501 690
Joburg City Theatres							
Promusica Theatre - Information Technology New Computer Hardware & Software FLORIDA PARK EXT.9 C City Wide	3842	Intangible Assets	Licences and Rights	2 907	901	955	1 051

Medium-Term Budget 2020/21 – 2022/23

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Promusica Theatre - Upgrading of technical equipment (sound and lighting) Renewal Theatre redevelopment FLORIDA PARK EXT.9 C Regional	2281	Machinery and Equipment		1 113		530	583
Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	2806	Community Assets	Community Facilities	31 713	29 707	955	1 051
Joburg Theatre - Technical Equipment New Capex JOHANNESBURG F Regional	4049	Machinery and Equipment		2 006		955	1 051
Joburg Theatre - Upgrade of stage machinery Renewal Plant and Equipment JOHANNESBURG F Ward	3109	Machinery and Equipment		5 500	5 500		
Promusica Theatre - Building renovations and upgrades Renewal Building Alterations FLORIDA PARK EXT.9 C Regional	3841	Community Assets	Community Facilities	873		416	457
Soweto Theatre - Building Renovations and upgrades JABULANI D	3840	Community Assets	Community Facilities	2 648		1 261	1 387
Soweto Theatre - Upgrading of Technical Equipment Renewal Building Alterations JABULANI D City Wide	3710	Machinery and Equipment		1 990		948	1 042
Sub Total					36 108	6 019	6 621
<u>Grand Total</u>					7 458 560	7 507 850	7 655 836