



FINAL BUDGET OF West Coast District Municipality

**2020/21 TO 2022/23
MEDIUM TERM REVENUE AND
EXPENDITURE FORECASTS**

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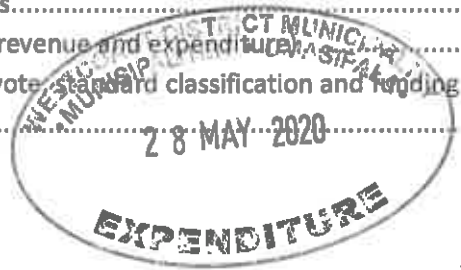
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ABBREVIATIONS AND ACRONYMS

AMR	Automated Meter Reading	ℓ	litre
ASGISA	Accelerated and Shared Growth Initiative	LED	Local Economic Development
BPC	Budget Planning Committee	MEC	Member of the Executive Committee
CBD	Central Business District	MFMA	Municipal Financial Management Act Programme
CFO	Chief Financial Officer	MIG	Municipal Infrastructure Grant
CM	City Manager	MMC	Member of Mayoral Committee
CPI	Consumer Price Index	MPRA	Municipal Properties Rates Act
CRRF	Capital Replacement Reserve Fund	MSA	Municipal Systems Act
DBSA	Development Bank of South Africa	MTEF	Medium-term Expenditure Framework
DORA	Division of Revenue Act	MTREF	Medium-term Revenue and Expenditure Framework
DWA	Department of Water Affairs	NERSA	National Electricity Regulator South Africa
EE	Employment Equity	NGO	Non-Governmental organisations
EEDSM	Energy Efficiency Demand Side Management	NKPIs	National Key Performance Indicators
EM	Executive Mayor	OHS	Occupational Health and Safety
FBS	Free basic services	OP	Operational Plan
GAMAP	Generally Accepted Municipal Accounting Practice	PBO	Public Benefit Organisations
GDP	Gross domestic product	PHC	Provincial Health Care
GDS	Gauteng Growth and Development Strategy	PMS	Performance Management System
GFS	Government Financial Statistics	PPE	Property Plant and Equipment
GRAP	General Recognised Accounting Practice	PPP	Public Private Partnership
HR	Human Resources	PTIS	Public Transport Infrastructure System
HSRC	Human Science Research Council	RG	Restructuring Grant
IDP	Integrated Development Strategy	RSC	Regional Services Council
IT	Information Technology	SALGA	South African Local Government Association
kℓ	kilolitre	SAPS	South African Police Service
km	kilometre	SDBIP	Service Delivery Budget Implementation Plan
KPA	Key Performance Area	SMME	Small Micro and Medium Enterprises
KPI	Key Performance Indicator		
kWh	kilowatt		



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Part 1 – Final Budget

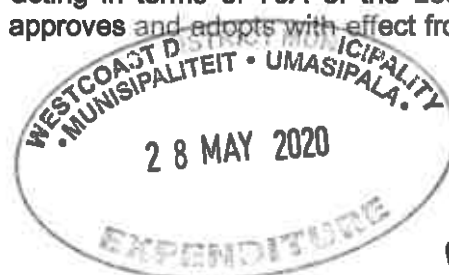
1.1 Mayor's Report / Speech

To be added.

1.2 Council Resolutions

On May 2020 the Council of West Coast District Municipality met in the Council Chambers to consider the final budget of the municipality for the financial year 2020/21. The Council approved and adopted the following resolutions:

1. The Council of the West Coast District Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) approves and adopts:
 - 1.1. The final budget of the municipality for the financial year 2020/21 and the multi-year and single-year capital appropriations as set out in the following tables:
 - 1.1.1. Budgeted Financial Performance (revenue and expenditure by standard classification) as contained in Table 10 on page 23;
 - 1.1.2. Budgeted Financial Performance (revenue and expenditure by municipal vote) as contained in Table 11 on page 24;
 - 1.1.3. Budgeted Financial Performance (revenue and expenditure) as contained in Table 12 on page 25; and
 - 1.1.4. Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source as contained in Table 13 on page 27.
 - 1.2. The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are approved as set out in the following tables:
 - 1.2.1. Budgeted Financial Position as contained in Table 14 on page 29;
 - 1.2.2. Budgeted Cash Flows as contained in Table 15 on page 31;
 - 1.2.3. Cash backed reserves and accumulated surplus reconciliation as contained in Table 16 on page 31;
 - 1.2.4. Asset management as contained in Table 17 on page 33; and
 - 1.2.5. Basic service delivery measurement as contained in Table 18 on page 35.
2. The Council of the West Coast District Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves and adopts with effect the policies.
 - 2.1. All related policies – as set out in Annexure A
3. The Council of the West Coast District Municipality, acting in terms of 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves and adopts with effect from 1 July 2020 the tariffs for services rendered.



4. To give proper effect to the municipality's draft budget, the Council of the West Coast District Municipality approves:

- 4.1. That cash backing is implemented through the utilisation of a portion of the revenue from the RSC Levy Replacement Grant to ensure that all provisions and unspent conditional grants are cash backed as required in terms of the municipality's funding and reserves policy as prescribed by section 8 of the Municipal Budget and Reporting Regulations.

1.3 Chief Financial Officer - Executive Summary

1. Introduction

The implementation of the Integrated Development Plan is largely reliant on the efficiency of the financial management system, and a strategy to enhance this capacity is necessary.

The principles, Strategic Financial Framework, the Medium Term Expenditure and Revenue Framework (MTREF) (for the next three years) and Capital Investment Programme, are outlined in this section.

The emphasis will fall on basic service delivery (bulk water supply & road agency services), social well-being (firefighting services, disaster management, connectivity, and green energy and health services) and good governance. Local economic development shall be encouraged as it could have a spillover effect, which will be beneficial to the municipality as a whole, triggering more investment.

1.1 National Treasury focus

National Treasury's MFMA Circulars No 98 dated 6 December 2019 was mainly used to guide the compilation of the 2020/2021 – 2022/2023 MTREF. Some of the key challenges faced by the municipality when compiling the budget were:

- a) The ongoing difficulties in the national and local economy;
- b) Lack of own revenue source;
- c) Inflation targets;
- d) The need to prioritise projects and expenditure within the financial means of the municipality;
- e) The continued increases in the cost to provide services; and
- f) Wage increases for municipal staff that continue to exceed consumer inflation.

Furthermore, the operational expenditure was cut as far as possible. To stay within this budget will require serious financial management and discipline

1.2 External Service Delivery Focus

The external service delivery focus, over the MTREF period, will be as follows – the other internal- and external service delivery will continue as per normal:

- a) Water Management – storage of water;
- b) Waste Management – regional landfill site for Cederberg- and Mazikama Municipalities;



- c) Fire Fighting – service to B-municipalities. Contracts were concluded with Cederberg- and Matzikama Municipality;
- d) ICT Connectivity – providing satisfactory connectivity to the West Coast District Area;
- e) MSCOA system assistance; and
- f) Energy – facilitation of producing green energy.

2. Arrangements

The following arrangements regarding Resources and Guidelines will receive attention:

2.1 Inventory of Resources

2.1.1 Staff

- a) An organizational structure exists for the finance department;
- b) Training of staff will be performed in terms of a Skills Development Plan; and
- c) Performance measuring will be rolled out to the next staffing level, meaning staff reporting to Senior Managers.

2.1.2 Supervisory Authority

The Finance Portfolio Committee deals with all financial issues, including the functioning of a Budget Steering Committee. The Municipal Manager is the Accounting Officer, and is therefore responsible for financial management. The Chief Financial Officer will however be tasked with the day-to-day management of the finance directorate in terms of his/her Performance agreement. The Audit Committee and Municipal Public Accounts Committee will perform a monitoring and evaluation function of external, internal and performance audit procedures and control systems.

2.1.3 Systems

SAMRAS+ (DB4) Data Processing System are used to perform the following financial transactions within the municipality. The compatibility of the system with Council's specifications will be regularly reviewed, inclusive of support services (hardware and software), and training for staff on the applications utilized.

- a) Debtor's billings, receipting, creditors and main ledger transactions;
- b) Payroll function;
- c) Assets management system or asset register. Reconciliations are performed on a monthly basis;
- d) Grant management, investments and cash at bank (reconciliation);
- e) Financial Dashboard;
- f) Electronic Leave;
- g) Electronic Time and Attendance;
- h) Electronic Overtime; and
- i) Document Management.

2.1.4 Accommodation

- a) *Offices:* This space is restricted;
- b) *Registry:* Is shared with the other Departments in close proximity to Finance; and
- c) *Archives:* An archiving system in place and conforms to legislation.



Consideration will be given to cloud storage in the MTREF period.

2.2 Management Guidelines

The formulation and adoption by Council of Policies and Bylaws to guide management towards the attainment of the vision and mission of the Municipality is a crucial aspect.

The following policies will be reviewed on a regular basis:

- a) *Supply Chain Management Policy* - conforming to National legislation (including the Preferential Procurement Policy Framework Act, Broad Based Black Economic Empowerment Act, and Municipal Finance Management Act) and Council's own vision;
- b) *Investment Policy* - conforming to the guidelines supplied by the Institute of Municipal Finance Officers and the Municipal Finance Management Act;
- c) *Tariff Policy* - conforming to the principles contained in the Municipal Systems Act;
- d) *Rates Policy* - conforming to the principles outlined in the Property Rates Act, regulations;
- e) *Credit Control and Debt Collection Policy* - in accordance with the Municipal Systems Act and Case studies in this respect;
- f) *Indigent Policy* - from the National guidelines on this aspect;
- g) *Asset Management Policy* - to promote the efficient use and effective control over Municipal assets, in terms of the Guidelines supplied by the Institute of Municipal Finance Officers, Local Government Capital Asset Management Guidelines and the Accounting Standards Board.

The following policies also form part of the list of Financial- and Budget related Policies and will be reviewed from time to time:

- a) Adjustment Budget Policy;
- b) Borrowing Funds and Reserves Policy;
- c) Budget Implementation and Monitoring Policy;
- d) Cash Management Policy;
- e) Catering Policy;
- f) Executive Mayor's Special Fund Policy;
- g) Fraud Policy and Response Plan;
- h) Fraud Prevention Plan;
- i) Liquidity Policy;
- j) Policy for the Calculation of Bad Debt;
- k) Policy on Unauthorised Irregular or Fruitless & Wasteful Expenditure;
- l) Tariff Policy; and
- m) Virement Policy.

Legislation requires that certain policies e.g. Credit control and Debt collection be supported by Bylaws, to assist enforcement.



3. Strategy

Strategies to be employed to improve the financial management efficiency are as follows:

3.1 Financial Guidelines and Procedures

Accounting policies will be reviewed to conform to the provisions contained in the Municipal Finance Management Act, and the guidelines supplied by National and Provincial Treasuries and the Accounting Standards Board. Standard Operating Procedures (SOP's) to give effect to these policies will be compiled on an ongoing basis. These procedures will be aligned with Council's policies regarding the various aspects.

3.2 Financing

3.2.1 Operating:

Revenue to finance the operating budget is mainly attributed to bulk water supply, interest from investments, RSC Levy Replacement Grant and Equitable Share and agency services in respect of road maintenance. The revenue sources pose a huge risk to the municipality as these services are determined and approved outside of the current Council Budgetary legal framework.

Aligned to the priority given to preserving and maintaining the Municipality's current infrastructure, the 2020/2021 budget and MTREF allocates a large portion of its operating budget to repairs and maintenance.

3.2.2 Capital:

Capital expenditure is funded through revenue contributions currently held in the Accumulated Surplus Account ("Capital Reserve Fund") and funded by the Water Concession Arrangement.

3.3 Revenue raising

3.3.1 Tariffs:

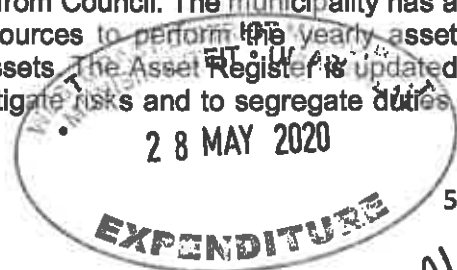
Tariffs for all services will be reviewed to conform to the principles contained in the Tariff policy, implementation of water restriction measures, the Indigent policy and National guidelines in respect of the provisions of Free Basic Services.

3.3.2 RSC Levy Replacement Grant:

The municipality grant increases over the MTREF, this is due to the combined efforts of all district municipalities' relevant stakeholders such as National and Provincial Treasuries. This increase forms part of the revenue budget for transfers and subsidies.

3.4 Asset Management:

All assets will be managed in terms of the applicable policy from Council. The municipality has a GRAP compliant Asset Register and will utilize internal sources to perform the yearly asset counts, revision of useful lives, condition assessments of assets. The Asset Register is updated on a monthly basis. The above procedures are done to mitigate risks and to segregate duties.



The obsolescence and redundancy of assets are regularly monitored, with adequate replacement cycles being instituted, where applicable and affordable.

3.5 Cost-effectiveness

All departments or divisions will be tasked to perform cost cutting measures as per Circular 82 from National Treasury on major expenditure, goods and services, in respect of projects and continuous contracts, to ensure Council obtains maximum benefit. The applicable policies will provide the guidelines in this respect.

In the light of the risk(s) identified in paragraph 3.2.1 it is proposed that an organizational review be facilitated for the following reasons:

- a) To ensure effective, efficient and equitable staff establishment that can optimally be utilised for service delivery (internal & external); and
- b) To identify staff savings over short-, medium- and long-term

4. Ensuring Financial Viability and Sustainability

Infrastructure assets and liabilities or borrowings related to the water services department was transferred to the respective local municipalities as at 30 June 2018. The net transfer will have a negative effect on the financial position especially within non-current assets as well as equity (accumulated surplus) of this municipality. Investigations is currently being undertaken to determine the potential Bulk Water Accumulated Surplus Position. For the purposes of this budget, the following are of importance:

- a) The respective local municipalities will budget for infrastructure Capital Projects;
- b) West Coast District municipality will budget for Operational Assets shared by the respective municipalities; and
- c) Water tariffs to be determined by the Water Monitoring Committee.

4.1 Financial Position

4.1.1 Cash Position:

Council has sufficient cash resources available to meet its short-, medium- to long term needs. Certain resources / cash are representative of provisions set aside for specific purposes e.g. bad debts, post – employment health care benefits and employee benefit accruals (performance bonuses and bonuses), current portion of long term liabilities and unspent funds held by Council in respect of Government Grants. The utilization of these monies to finance operating expenses, and projects other than their directed use is not permissible.

4.1.2 Accumulated Surplus:

The accumulated surplus is cash-backed over the MTREF. This budget forecasted cash surpluses in years one, two and three after deducting non-cash items such as depreciation, provisions and debt impairment. Capital expenditure financed from accumulated surplus will be continually monitored to ensure that this resource will remain mostly cash-backed.



4.1.3 Debtors:

The implementation of the procedures in terms of the Credit control and Debt collection Policy has facilitated the management of cash flow, and place Council in a position to finance operation expenses.

4.1.4 Rates and Tariffs

The structure of Tariffs will be implemented in accordance with the applicable Council Policy documents.

4.1.5 Equitable Share Allocation

One of Council's sources of revenue to finance its operating budget is the RSC Levy Replacement Grant. Increased allocations in terms of the Division of Revenue Act were published for the next three years.

The DFRI (District Funding Research Initiative) project needs to continue to ensure an enhanced allocation from the Division of Revenue Act for Western Cape Districts.

4.2 Operating Expenses

The following table details the operating expenditure for the medium term revenue and expenditure framework:

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	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Employee costs	155,578	164,291	176,126	193,795	193,425	193,425	193,425	208,136	225,004	241,707
Remuneration of councillors	5,447	5,942	6,140	6,780	6,780	6,780	6,780	7,155	7,557	8,048
Depreciation & asset impairment	7,866	11,780	8,755	9,272	11,087	11,087	11,087	8,967	9,768	9,770
Finance charges	7,276	5,474	3,863	173	3,391	3,391	3,391	92	98	102
Materials and bulk purchases	53,257	44,379	48,819	64,402	68,439	68,439	68,439	80,932	78,677	78,642
Transfers and grants	1,167	1,567	2,234	1,200	4,723	4,723	4,723	1,358	979	1,903
Other expenditure	83,062	91,093	97,442	100,437	124,744	124,744	124,744	125,925	118,783	121,478
Total Expenditure	313,453	325,007	343,179	378,039	412,589	412,589	412,589	432,585	440,867	460,750



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4.3 Operating Revenue

The following table details the operating revenue less capital transfers for the medium term revenue and expenditure framework:

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	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	113,583	92,371	73,828	101,336	111,336	111,336	111,336	117,395	118,307	119,263
Investment revenue	20,727	21,753	27,904	21,837	20,826	20,826	20,826	21,542	22,666	23,136
Transfers recognised - operational	88,917	92,116	94,885	98,174	100,119	100,119	100,119	103,304	106,692	109,894
Other own revenue	138,007	148,043	161,826	154,283	171,723	171,723	171,723	184,655	182,284	189,967
Total Revenue (excluding capital transfers and contributions)	362,234	364,284	358,443	376,631	404,004	404,084	404,004	426,986	429,979	441,959

4.4 Grant Receivable

The following table details the grants receivable for the medium term revenue and expenditure framework:

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	Budget Year +1 2021/22	Budget Year +2 2022/23
RECEIPTS										
Operating Transfers and Grants										
National Government:		88,888	88,888	88,888	87,414	84,739	84,739	100,876	103,483	105,883
Local Government Equitable Share		82,789	84,972	88,888	82,744	88,744	82,744	88,713	89,702	92,978
Finance Management		1,280	1,280	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Municipal Systems Improvement		143	-	-	-	-	-	-	-	-
EPWP Incentive		1,038	1,100	1,047	1,037	1,027	1,027	1,184	-	-
Rural asset management system fresh water tanks		1,890	2,207	-	-	-	-	-	-	-
Fire service management system		68	-	2,241	2,241	-	-	2,579	2,579	2,878
Provincial Government:		1,188	1,882	1,184	880	5,386	5,388	2,438	3,290	3,941
Finance Management Capacity Building		279	250	300	300	300	300	300	-	-
Finance Management Support		744	1,115	-	300	480	480	-	-	-
General Municipal Competence		28	75	-	-	-	-	-	-	-
Safety Plan Implementation		-	-	-	-	1,600	1,900	1,470	1,983	2,438
Other Services and Grants (Investment Grants)		128	111	102	-	-	-	-	-	-
Regional Skills Development (West Coast Maritime Development Fund)		-	-	-	-	-	-	500	578	581
Fire Services Capacity Building Grant		-	-	-	-	-	-	-	300	-
Contributions to the Municipalities (Operational Support Grant)		-	-	-	-	-	-	57	57	57
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		1,091	868	1,088	1,160	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Working for water		573	1,010	-	1,100	-	-	-	-	-
Total Operating Transfers and Grants	5	88,917	92,116	94,888	98,174	100,119	100,119	103,304	106,692	109,894
Capital Transfers and Grants										
National Government:		-	-	-	-	1,297	1,297	-	-	-
Rural asset management system		-	-	-	-	1,297	1,297	-	-	-
Provincial Government:		-	1,489	1,489	-	-	-	630	630	-
Fire Services Capacity Building Grant		-	1,489	1,489	-	-	-	-	-	-
Safety Plan Implementation		-	-	-	-	-	-	630	630	-
Finance Management Support		-	-	477	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	1,489	1,986	-	1,297	1,297	630	630	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		88,917	93,605	96,874	98,174	101,416	101,416	103,934	107,322	109,894



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5. Capital Investment Programme

The following table details the capital investment programme for the medium term revenue and expenditure framework:

Vote 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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE AND COUNCIL		-	8	-	84	633	633	633	433	340	-
Vote 2 - FINANCE		-	-	877	480	4,473	4,473	4,473	1,388	281	56
Vote 3 - ADMINISTRATION		-	83	2,472	3,441	4,088	4,088	4,088	3,424	5,480	3,180
Vote 4 - TECHNICAL		-	4,281	52	4,120	2,893	2,893	2,893	2,820	1,980	2,036
Vote 5 - AGENCIES		-	-	-	-	-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	4,972	3,402	8,095	11,786	11,786	11,786	8,093	8,081	5,281
Single-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE AND COUNCIL		8	165	14	1	801	801	801	297	290	-
Vote 2 - FINANCE		877	180	2,716	150	160	150	150	139	219	190
Vote 3 - ADMINISTRATION		2,714	3,293	1,765	881	464	464	464	870	1,503	175
Vote 4 - TECHNICAL		7,452	145	1,526	300	438	438	438	180	170	36
Vote 5 - AGENCIES		-	-	-	-	-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		10,852	3,734	5,614	1,331	1,643	1,643	1,643	1,355	2,183	466
Total Capital Expenditure - Vote		10,852	8,106	9,421	9,427	13,428	13,428	13,428	9,518	10,249	5,861
Capital Expenditure - Functional											
Governance and administration		870	230	4,098	803	8,248	8,248	8,248	2,007	780	80
Executive and council		8	148	14	-	1,175	1,175	1,175	830	830	-
Finance and administration		862	83	4,082	803	6,069	6,069	6,069	1,377	130	90
Internal audit		-	-	-	1	1	1	1	-	-	-
Community and public safety		2,430	3,493	3,747	4,139	4,333	4,333	4,333	4,828	7,389	3,802
Community and social services		181	181	34	664	810	810	810	229	229	1,867
Sport and recreation		-	180	228	580	582	582	582	1,447	370	166
Public safety		2,249	2,827	3,154	2,872	2,874	2,874	2,874	3,032	8,754	1,868
Housing		-	-	-	-	-	-	-	-	-	-
Health		25	144	330	33	558	558	558	50	-	-
Economic and environmental services		-	9	867	-	239	239	239	9	-	-
Planning and development		-	9	867	-	239	239	239	9	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		7,482	4,428	1,021	4,370	2,898	2,898	2,898	2,970	2,130	2,070
Energy services		-	-	-	-	-	-	-	-	-	-
Water management		7,452	4,428	-	2,870	2,898	2,898	2,898	2,870	2,130	2,070
Waste water management		-	-	1,021	1,600	-	-	-	-	-	-
Waste management		-	-	-	14	14	14	14	4	-	-
Other		-	8	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	10,882	8,106	9,421	9,427	13,428	13,428	13,428	9,518	10,249	5,861
Funded by:											
National Government		-	-	1,980	-	-	-	-	-	-	-
Provincial Government		-	1,450	-	-	1,297	1,297	1,297	830	830	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Borrowing	4	-	1,450	1,980	-	1,297	1,297	1,297	830	830	-
Internally generated funds	6	10,882	6,656	7,440	9,427	12,131	12,131	12,131	8,688	9,419	5,861
Total Capital Funding	7	10,882	8,106	9,421	9,427	13,428	13,428	13,428	10,249	10,249	5,861



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6. Long-term financial plan 2015/2024

INCA drafted a long-term financial plan for the municipality with funds provided by Provincial Treasury. The recommendations were taken into consideration when this budget was compiled.

7. Credit Rating & Audit Status

West Coast District Municipality retained a clean audit status and obtained the 9th consecutive clean audit – this achievement impacts positive on the MTREF period.

Similar the retaining of the following credit rating will also impact positive on the MTREF period:

- a) Long-term A (ZA) Outlook stable
- b) Short-term A1 (ZA) Outlook stable

8. Going concern

The MTREF supports the principle of a “going concern” and the West Coast District Municipality will be able to fulfill all financial obligations with the prescribed time-frames and legal framework.

9. Conclusion

This budget contains realistic and credible revenue and expenditure forecasts (**especially in the current economic environment**) which should provide a sound basis for improved financial management and institutional development. This budget strategically informs the municipality's cash flow over the medium to long-term to ensure effective and efficient services that are affordable and on a proper level to all our communities. The following table provides a consolidated overview:



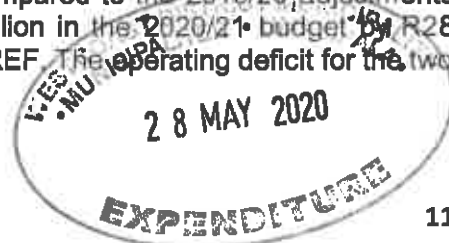
Description	Final 2016/2017	Final 2017/2018	Final 2018/2019	Mid-year Adjustment Budget 2019/2020	MTREF 2020/2021	MTREF 2021/2022	MTREF 2022/2023
Total Operating Revenue	362,233,900	355,733,877	360,403,728	405,301,231	427,525,997	430,609,302	441,958,998
Total Operating Expenditure	313,453,229	325,006,904	343,179,266	412,569,231	432,564,534	440,866,672	460,750,394
Surplus/(Deficit - Red) for the year	48,780,671	30,726,973	17,224,462	7,268,000	5,038,537	10,257,370	18,791,756
Cash	234,434,001	269,808,089	306,612,607	303,090,671	311,594,205	315,040,970	315,140,914
Total Capital Expenditure	10,851,693	8,105,635	9,420,647	13,428,234	9,518,024	10,243,256	5,661,002
Community Wealth	280,370,489	297,717,881	314,979,525	307,711,526	302,672,988	292,415,617	273,623,861

Table 1 Consolidated Overview of the 2020/21 MTREF

R thousand	Adjustment Budget 2019/20	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Total Operating Revenue	405,301,231	427,525,997	430,609,302	441,958,998
Total Operating Expenditure	412,569,231	432,564,534	440,866,672	460,750,394
Surplus / (Deficit for the year)	(7,628,000)	(5,038,537)	(10,257,370)	(18,791,756)
Total Capital Expenditure	13,428,234	9,518,024	10,243,256	5,661,002

Total operating revenue has increased slightly for the 2020/21 financial year when compared to the 2019/20 Adjustments Budget. For the outer year, operational revenue will increase by R31.1 million over the MTREF when compared to the 2018/19 financial year.

Total operating expenditure for the 2020/21 financial year has been appropriated at R432.5 million and translates into a budget deficit of R5 million. When compared to the 2019/20 adjustments budget, operational expenditure has increased by R20 million in the 2020/21 budget, by R28 million in 2021/22 and by R48 million for 2022/23 of the MTREF. The operating deficit for the two outer years are R10.2 million and R18.7 million respectively.



The capital budget was R13.4 million for 2019/20. The capital programme decreases to R9.5 million in 2020/21. Capital expenditure in each of the MTREF years will be funded from internally generated funds or own revenue.

1.3 Operating Revenue Framework

For West Coast to continue improving the quality of services provided to its customers it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The expenditure required to address challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipal area and continued economic development;
- Efficient revenue management, which aims to ensure a 96.5 per cent annual collection rate for service charges;
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- Increase ability to extend new services and recover costs;
- Tariff policies of the Municipality.

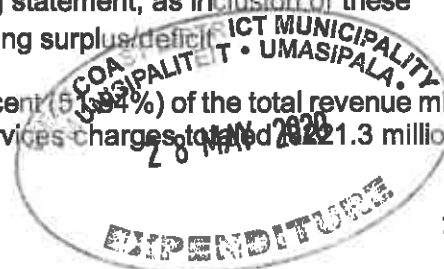
The following table is a summary of the 2020/21 MTREF (classified by main revenue source):

Table 2 Summary of revenue classified by main revenue source excluding capital transfers.

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	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	113,583	92,371	73,828	101,336	111,336	111,336	111,336	117,395	118,307	119,263
Investment revenue	20,727	21,753	27,904	21,837	20,826	20,826	20,826	21,542	22,698	23,136
Transfers recognised - operational	86,917	92,116	94,865	99,174	100,119	100,119	100,119	103,304	106,692	108,894
Other own revenue	139,807	148,043	181,826	154,283	171,723	171,723	171,723	184,656	192,284	189,657
Total Revenue (excluding capital transfers and contributions)	362,234	354,284	368,443	376,631	404,004	404,004	404,004	426,896	429,979	441,959

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Grants and service charge revenues comprise fifty-one percent (51.3%) of the total revenue mix. In the 2020/21 financial year, revenue from grants and services charges totalled R1.3 million.



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This increases to R225.6 million in 2021/22 and R229.1 million in 2022/23. The second largest sources are 'other revenue' which consists of various items such as income received from permits and licenses, building plan fees, connection fees and agency services (roads).

Operating grants and transfers totals R103.9 million in the 2020/21 financial year and steadily increases to R109.8 million by 2022/23.

The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table 3 Operating and Capital Transfers and Grant Receipts

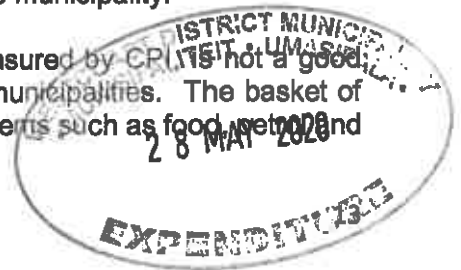
DC1 West Coast - Supporting Table SA16 Transfers and grant receipts										
Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Operating Transfers and Grants										
National Government		85,688	89,839	82,693	87,414	84,738	84,738	100,478	103,489	109,969
Local Government Equitable Share		82,184	84,879	88,111	82,708	82,181	82,708	98,113	99,771	108,111
Finance Management		1,280	1,280	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Municipal Systems Improvement		143	-	-	-	-	-	-	-	-
EPWP Incentive		1,036	1,100	1,047	1,027	1,027	1,027	1,100	-	-
Rural asset management system		1,860	2,207	-	-	-	-	-	-	-
- fresh water tanks		98	-	-	-	-	-	-	-	-
- Rural asset management system		-	-	2,241	2,241	-	-	2,200	2,731	2,878
Municipal Government:		1,188	1,998	1,184	660	5,386	5,386	3,438	6,389	5,041
- Finance Management (Finance Budget)		-	-	-	-	-	-	-	-	-
- Finance Management Support		744	1,118	-	280	480	480	-	-	-
- Internal Municipality Cooperation		25	79	-	-	-	-	-	-	-
- Safety Plan Implementation		-	-	-	-	1,800	1,800	1,418	1,884	2,438
- Other Services and goods (Insert description)		129	182	102	-	-	-	-	-	-
- Specific EPWP Incentive (WATER 2014/15/16/17/18/19/20/21)		-	-	-	-	-	-	500	504	500
- For Services Capacity Building Grant		-	-	-	-	-	-	-	18	18
- Community Development Model - Resettlement Support Grant		-	-	-	-	-	-	42	41	87
District Municipality:		-	-	-	-	-	-	-	-	-
- (Insert description)		-	-	-	-	-	-	-	-	-
Other grant providers:		1,081	908	1,088	1,180	-	-	-	-	-
- Other		-	(28)	1,088	-	-	-	-	-	-
- Working for water		878	1,010	-	1,100	-	-	-	-	-
Total Operating Transfers and Grants	5	88,817	92,116	84,883	89,174	100,119	100,119	103,504	105,902	109,994
Capital Transfers and Grants										
National Government:		-	-	-	-	1,297	1,297	-	-	-
- Rural asset management system		-	-	-	-	-	-	-	-	-
- Other capital transfers/grants (insert desc)		-	-	-	-	-	-	-	-	-
Provincial Government:		-	1,480	1,900	-	-	-	830	830	-
- Fire Services Capacity Building Grant		-	1,480	1,900	-	-	-	-	-	-
- Safety Plan Implementation		-	-	-	-	-	-	830	830	-
- Finance Management Support		-	-	477	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
- (Insert description)		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
- Other		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	6	-	1,480	1,900	1,297	1,297	830	830	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		88,817	93,596	86,783	90,471	101,416	101,416	104,334	106,732	109,994

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the municipality.

Municipalities must justify in their budget documentation all increases in excess of 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.

The percentage increases of Water bulk tariffs are within the mentioned inflation target. Given that these tariff increases are determined by external agencies; the impacts they have on the municipality's bulk water supply are largely outside the control of the municipality.

It must also be appreciated that the consumer price index, as measured by CPI is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilized for the calculation of the CPI consist of items such as food, water and



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medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of water, petrol, diesel, chemicals, cement etc. The current challenge facing the municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions.

1.3.1 Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury 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 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 water; and
- Water tariffs are designed to encourage efficient and sustainable consumption.

Table 4 Proposed Water Tariffs

CATEGORY	CURRENT TARIFFS 2019/20	PROPOSED TARIFFS 2020/21
	Rand per kℓ	Rand per kℓ
Bulk Sales		
Water Sales - All Municipalities (Water Restrictions 0%)	6.46	6.46
Private users		
Water Sales - All Municipalities (Water Restrictions 0%)	10.59	13.00
Water Sales - All Municipalities (Water Restrictions 5%)	11.12	13.65
Water Sales - All Municipalities (Water Restrictions 10%)	11.65	14.30
Water Sales - All Municipalities (Water Restrictions 15%)	12.18	14.95
Water Sales - All Municipalities (Water Restrictions 20%)	12.71	15.60
Water Sales - All Municipalities (Water Restrictions 25%)	13.24	16.25
Water Sales - All Municipalities (Water Restrictions 30%)	13.77	16.90
Water Sales - All Municipalities (Water Restrictions 35%)	14.30	17.55
Water Sales - All Municipalities (Water Restrictions 40%)	14.83	18.20
Water Sales - All Municipalities (Water Restrictions 50%)	15.89	19.50
Water Sales - All Municipalities (Water Restrictions 60%)	16.94	20.80
Water Sales - All Municipalities (Water Restrictions 70%)	18.00	22.10
Water Sales - All Municipalities (Water Restrictions 80%)	19.06	23.40



1.5 Operating Expenditure Framework

The municipality's expenditure framework for the 2020/21 budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of no project plan *no budget*. If there is no business plan no funding allocation can be made.
- Long-term financial plan.

The following table is a high level summary of the 2020/21 budget and MTREF (classified per main type of operating expenditure):

Table 5 Summary of operating expenditure by standard classification item

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	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Employee costs	155,578	164,791	176,125	193,795	193,425	193,425	193,425	208,136	225,004	241,707
Remuneration of councillors	5,447	5,942	6,140	6,760	6,760	6,760	6,760	7,155	7,557	8,048
Depreciation & asset impairment	7,666	11,760	8,755	9,272	11,087	11,087	11,087	8,967	9,768	9,770
Finance charges	7,276	5,474	3,663	173	3,391	3,391	3,391	92	98	102
Materials and bulk purchases	53,257	44,379	48,819	64,482	68,439	68,439	68,439	80,932	78,677	78,642
Transfers and grants	1,167	1,567	2,234	1,200	4,723	4,723	4,723	1,358	979	1,003
Other expenditure	83,062	91,083	97,442	100,437	124,744	124,744	124,744	125,926	118,783	121,478
Total Expenditure	313,453	325,007	343,179	376,039	412,569	412,569	412,569	432,565	440,867	460,750

The budgeted allocation for employee related costs for the 2020/21 financial year totals R207.9 million, which equals 48.08 per cent of the total operating expenditure. As part of the municipality's cost reprioritization and cash management strategy vacancies have been significantly rationalized. In addition, provisions against overtime are made only for emergency services and other critical functions. However, as has been referred to under section 3.5 Cost Effectiveness, there will a relook to determine the internal and external cost drivers and the efficiencies to be gained over the short, medium and long-term. This will also allow for appropriate savings and costs neutralization towards an appropriate and to be agreed acceptable employee costs by the district municipality. The increased salary costs will have financial sustainable consequences over the medium to long-term. This may result in increased costs to be absorbed.

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 EXPENDITURE

The cost associated with the remuneration of councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the municipality's budget.

The provision of debt impairment was determined based on an annual collection rate of 96.5 per cent and the Credit Control and Debt Management Policy of the municipality.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Budget appropriations in this regard total R8.9 million for the 2019/20 financial year and equates to 2.06 per cent of the total operating expenditure.

Bulk purchases are directly informed by the purchase of water from The Department of Water Affairs and Forestry. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Other material comprises of inventory consumed. For 2020/21 the appropriation against this expenditure is R66 million and decreases to R62.2 million by 2022/23.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. For 2020/21 the appropriation against this group of expenditure is R125 million and decreases to R121 million by 2022/23. Further details relating to contracted services can be seen in Table 55 MBRR SA1 (see pages 87-89).

The following table gives a percentage breakdown of the main expenditure categories for the 2020/21 financial year.

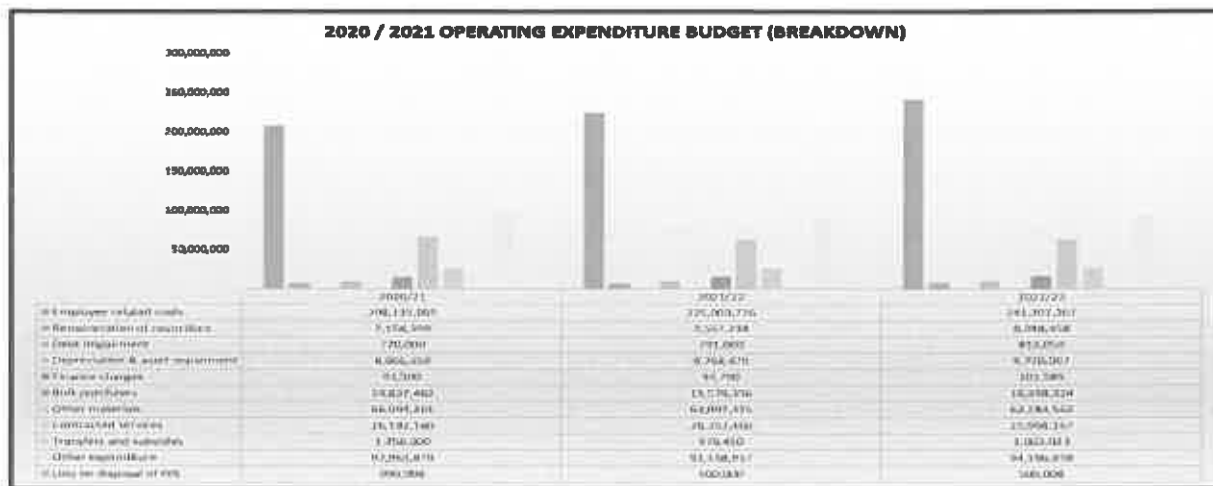
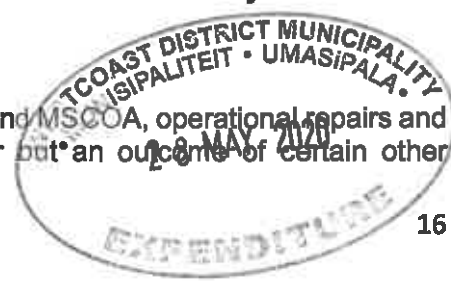


Figure 1 Main operational expenditure categories for the 2020/21 financial year

1.5.2 Priority given to repairs and maintenance

In terms of the Municipal Budget and Reporting Regulations and MSCOA, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other



expenditures, such as remuneration, inventory consumed and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

Table 6 Operational materials and bulk purchases

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands	Audited Outcome	Audited Outcome	Audited Outcome							
Financial Performance										
Repairs and Maintenance	12.641	8.580	9.589	10.515	16.881	16.881	16.881	11.454	11.843	12.326

During the compilation of the 2020/21 MTREF repairs and maintenance will increase from R11.4 million to R12.3 million.

1.6 Capital expenditure

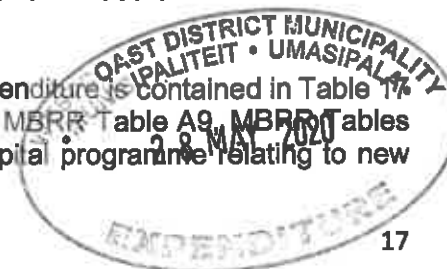
The following table provides a breakdown of budgeted capital expenditure by vote:

Table 7 2020/21 Medium-term capital budget per function

Vote 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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital Expenditure - Functional											
Governance and administration		570	230	4,086	903	6,245	6,245	6,245	2,007	760	90
Executive and council		8	146	14	-	1,175	1,175	1,175	630	630	-
Finance and administration		562	83	4,082	903	5,069	5,069	5,069	1,377	130	90
Internal audit		-	-	-	1	1	1	1	-	-	-
Community and public safety		2,830	3,433	3,747	4,139	4,333	4,333	4,333	4,528	7,383	3,502
Community and social services		116	181	34	654	610	610	610	-	229	1,667
Sport and recreation		-	180	228	580	582	582	582	1,447	370	166
Public safety		2,689	2,927	3,154	2,972	2,574	2,574	2,574	3,032	6,754	1,668
Housing		-	-	-	-	-	-	-	-	-	-
Health		25	144	330	33	556	556	556	50	-	-
Economic and environmental services		-	9	597	-	239	239	239	9	-	-
Planning and development		-	9	557	-	239	239	239	9	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		7,452	4,426	1,021	4,370	2,598	2,598	2,598	2,970	2,130	2,070
Energy sources		-	-	-	-	-	-	-	-	-	-
Water management		7,452	4,426	-	2,870	2,598	2,598	2,598	2,970	2,130	2,070
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	1,021	1,500	-	-	-	-	-	-
Other		-	8	-	14	14	14	14	4	-	-
Total Capital Expenditure - Functional	3	10,852	8,106	8,421	8,427	13,428	13,428	13,428	9,518	10,243	5,981

For 2020/21 an amount of R9.5 million has been appropriated and will decrease to R5.6 million in 2022/23.

Further detail relating to asset classes and proposed capital expenditure is contained in Table 17 MBRR A9 (Asset Management) on page 33. In addition to the MBRR Table A9, MBRR Tables SA34a, b, c, d and e provides a detailed breakdown of the capital programme relating to new



The following graph provides a breakdown of the capital budget to be spent per service related projects over the MTREF. 2020/21 Budget year capital expenditure program per vote below:

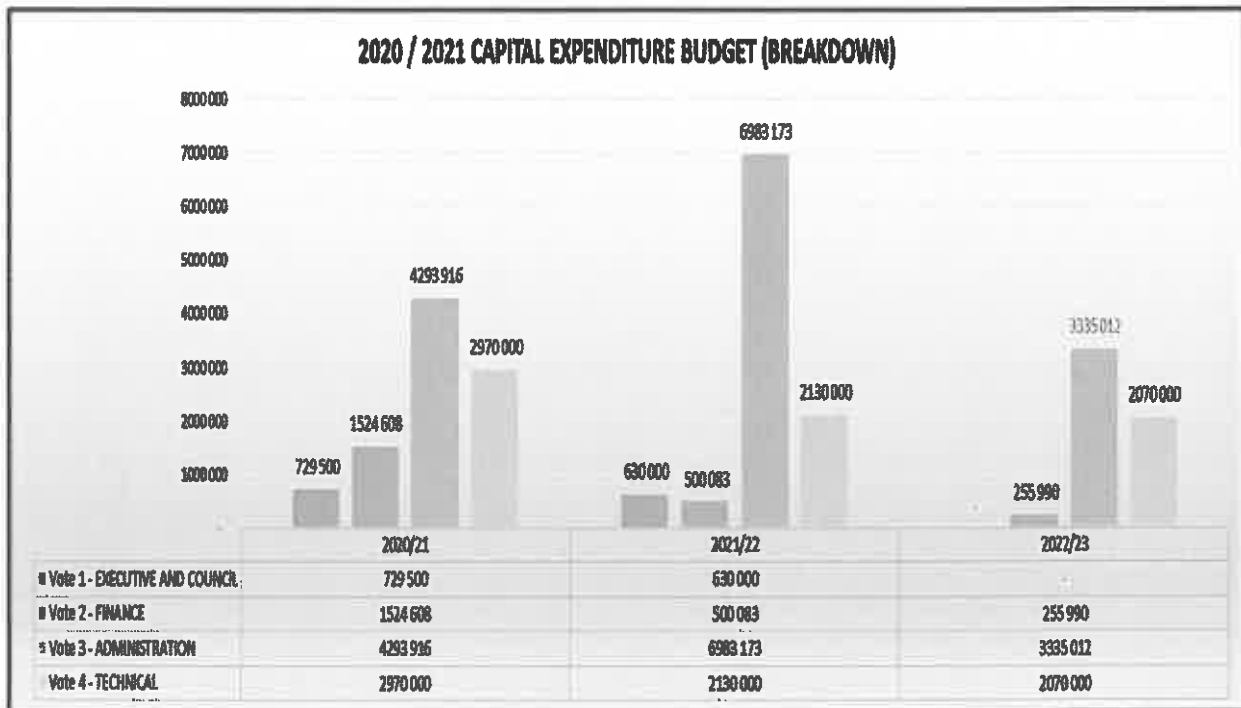


Figure 2 Capital Infrastructure Programme per service

1.6.2 Future operational cost of new infrastructure

The future operational costs and revenues associated with the capital programme have been included in Table 52 MBRR SA35 on page 83. The costs associated with the capital programme for services totals R9.5 million in 2020/21.

1.7 Final Budget Tables – Parent Municipality

The following pages present the ten 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 MTREF as approved by the Council. Each table is accompanied by *explanatory notes* on the facing page.



Table 8 MBRR Table A1 - Budget Summary

DC1 West Coast - Table A1 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	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	113,583	92,371	73,828	101,338	111,338	111,338	111,338	117,395	118,307	119,263
Investment revenue	20,727	21,753	27,904	21,837	20,828	20,828	20,828	21,542	22,896	23,135
Transfers recognised - operational	88,917	92,116	94,885	99,174	100,119	100,119	100,119	103,304	108,882	109,894
Other own revenue	139,007	148,043	161,829	154,283	171,723	171,723	171,723	184,865	182,294	189,867
Total Revenue (excluding capital transfers and contributions)	362,234	364,284	358,443	376,631	404,004	404,004	404,004	426,898	429,979	441,959
Employee costs	165,576	164,761	171,121	160,785	161,425	161,425	161,425	168,136	175,094	181,767
Remuneration of councillors	5,447	5,942	8,140	8,780	8,780	8,780	8,780	7,166	7,557	8,048
Depreciation & asset impairment	7,888	11,780	8,755	9,272	11,087	11,087	11,087	8,987	9,788	9,770
Finance charges	7,278	5,474	3,663	173	3,391	3,391	3,391	82	98	102
Materials and bulk purchases	63,267	44,379	48,819	64,402	68,439	68,439	68,439	80,932	78,677	78,842
Transfers and grants	1,167	1,667	2,234	1,200	4,723	4,723	4,723	1,398	979	1,003
Other expenditure	83,082	91,083	97,442	100,437	124,744	124,744	124,744	126,926	118,783	121,478
Total Expenditure	318,453	326,667	343,179	336,639	402,569	402,569	402,569	431,368	440,967	463,750
Surplus/(Deficit)	43,781	37,617	15,264	39,992	(1,565)	(1,565)	(1,565)	(10,470)	(11,088)	(18,791)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	1,450	1,980	-	1,297	1,297	1,297	630	630	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	43,781	30,727	17,224	39,992	(7,268)	(7,268)	(7,268)	(6,039)	(10,257)	(18,791)
Share of surplus/ (deficit) of associates	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	43,781	30,727	17,224	39,992	(7,268)	(7,268)	(7,268)	(6,039)	(10,257)	(18,791)
Capital expenditure & funds sources										
Capital expenditure	10,882	8,108	9,421	9,427	13,428	13,428	13,428	9,518	10,243	5,661
Transfers recognised - capital	-	1,480	1,980	-	1,297	1,297	1,297	630	630	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	10,882	8,658	7,480	9,427	12,131	12,131	12,131	8,888	9,613	5,881
Total sources of capital funds	10,882	8,108	9,421	9,427	13,428	13,428	13,428	9,518	10,243	5,661
Financial position										
Total current assets	274,745	304,250	363,139	276,520	317,317	317,317	317,317	323,228	328,707	328,844
Total non current assets	169,039	136,630	115,074	116,767	105,941	106,941	106,941	120,035	118,864	109,693
Total current liabilities	43,413	42,863	48,423	17,484	27,420	27,420	27,420	27,348	40,086	53,453
Total non current liabilities	110,000	100,298	114,810	88,127	88,127	88,127	88,127	113,241	110,960	108,380
Community wealth/Equity	280,370	297,718	314,980	287,868	307,712	307,712	307,712	302,673	292,418	273,624
Cash flows										
Net cash from (used) operating	33,871	60,422	56,104	15,815	9,908	9,908	9,908	18,022	13,680	5,781
Net cash from (used) investing	(10,680)	(8,038)	(9,220)	4,846	843	843	843	(1,139)	(5,743)	(4,181)
Net cash from (used) financing	(16,492)	(17,013)	(13,080)	(14,271)	(14,271)	(14,271)	(14,271)	(8,382)	(4,500)	(1,600)
Cash/cash equivalents at the year end	234,434	269,808	306,813	282,284	303,091	303,091	303,091	311,594	315,041	316,141
Cash/asset surplus reconciliation										
Cash and investments available	234,434	269,808	306,813	282,284	303,091	303,091	303,091	311,594	315,041	316,141
Application of cash and investments	48,672	48,108	52,983	47,296	60,231	60,099	60,099	62,288	60,384	66,204
Balance - surplus (shortfall)	185,762	221,700	253,830	214,988	262,860	236,992	236,992	249,306	234,657	216,937
Asset management										
Asset register summary (WCV)	139,677	84,987	65,489	97,395	88,579	89,867	89,867	92,291	92,802	88,731
Depreciation	7,888	11,780	8,755	9,272	11,087	11,087	11,087	8,987	9,788	9,770
Renewal and Upgrading of Existing Assets	-	2,424	-	1,309	1,230	1,230	1,230	800	365	188
Repairs and Maintenance	12,641	8,560	8,688	10,516	15,881	15,881	15,881	11,454	11,843	12,325
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	73	73	73	77	77	81	86
Households below minimum service level	-	-	-	-	-	-	-	-	-	-
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-



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Explanatory notes to MBRR Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of the municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
3. A financial management reform emphasizes the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognized is reflected on the Financial Performance Budget;
 - ii. Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. The Cash backing/surplus reconciliation shows Council as well as managements continued efforts to make this municipality financially viable and sustainable in the medium to long-term.

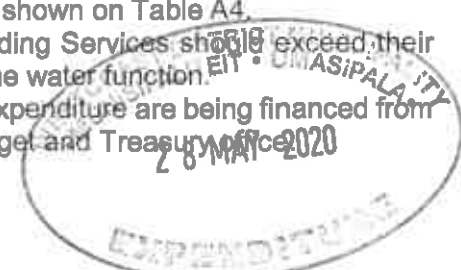


Table 9 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

DC1 West Coast - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)										
Functional Classification Description	Ref	2018/17	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	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional										
<i>Governance and administration</i>		98,582	183,232	131,989	113,388	117,891	117,891	128,039	130,200	132,691
Executive and council		1,349	224	-	1,100	2,000	2,000	2,100	2,323	2,436
Finance and administration		95,178	163,007	131,989	112,289	116,891	116,891	125,939	127,877	130,256
Internal audit		57	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		27,488	23,707	24,211	29,210	29,199	29,199	27,975	30,791	31,617
Community and social services		152	-	(2)	-	199	199	-	-	-
Sport and recreation		3,855	3,643	4,240	4,071	3,791	3,791	4,488	4,737	4,737
Public safety		12,813	9,985	10,044	14,716	14,716	14,716	12,026	15,008	15,065
Housing		1,923	-	-	-	-	-	-	-	-
Health		9,126	10,079	9,920	10,424	10,524	10,524	11,488	11,048	11,715
<i>Economic and environmental services</i>		122,339	85,111	129,731	133,887	148,227	148,227	153,199	162,424	169,661
Planning and development		57	756	610	-	390	390	557	691	606
Road transport		122,282	84,356	129,120	133,887	147,837	147,837	154,612	161,843	169,055
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		115,845	93,884	74,493	100,185	110,185	110,185	118,340	117,195	118,090
Energy sources		-	-	-	-	-	-	-	-	-
Water management		115,845	93,884	74,043	100,185	110,185	110,185	118,340	117,195	118,090
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	450	-	-	-	-	-	-
Other	4	-	-	(0)	-	-	-	-	-	-
Total Revenue - Functional		592,234	355,734	360,484	376,631	485,301	485,301	427,526	438,689	441,919
Expenditure - Functional										
<i>Governance and administration</i>		45,679	49,738	59,913	58,534	58,612	58,612	64,322	66,999	71,369
Executive and council		15,847	10,191	12,504	12,424	15,041	15,041	14,894	14,478	15,913
Finance and administration		28,427	37,913	45,717	42,180	51,847	51,847	47,540	50,243	52,979
Internal audit		1,405	1,634	1,632	1,931	1,923	1,923	2,117	2,278	2,478
<i>Community and public safety</i>		66,621	64,211	68,241	82,093	83,613	83,613	84,423	90,787	97,064
Community and social services		2,031	1,552	2,015	2,280	2,320	2,320	2,655	2,644	2,741
Sport and recreation		4,619	5,011	5,287	5,101	5,094	5,094	7,003	7,684	8,138
Public safety		38,163	34,503	37,093	47,191	47,975	47,975	45,988	52,406	55,918
Housing		-	-	-	-	-	-	-	-	-
Health		21,748	23,045	23,886	26,430	26,424	26,424	27,820	28,072	30,267
<i>Economic and environmental services</i>		114,127	129,387	137,887	143,613	167,324	167,324	164,948	182,785	170,671
Planning and development		3,161	8,070	8,737	9,748	9,457	9,457	10,338	10,912	11,617
Road transport		110,978	121,287	129,120	133,867	147,867	147,867	154,612	161,843	169,055
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		84,286	78,874	74,277	90,640	100,340	100,340	116,677	117,134	118,277
Energy sources		-	-	-	-	-	-	-	-	-
Water management		84,286	78,874	73,827	90,467	100,287	100,287	115,873	117,129	118,273
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	450	73	73	73	4	4	4
Other	4	2,671	3,027	2,890	3,380	3,281	3,281	2,986	3,191	3,368
Total Expenditure - Functional		313,433	323,007	343,179	378,839	412,565	412,565	432,565	445,967	480,770
Surplus/(Deficit) for the year		48,781	30,727	17,224	981	(7,264)	(7,264)	(5,039)	(10,287)	(18,791)

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
2. Note the Total Revenue on this table includes capital revenues (Transfers recognized – capital) and so does not balance to the operating revenue shown on Table A4.
3. Note that as a general principle the revenues for the Trading Services should exceed their expenditure. The table highlights that this is the case for the water function.
4. Other functions that show a deficit between revenue and expenditure are being financed from grants and other revenue sources reflected under the Budget and Treasury.



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Table 10 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

DC1 West Coast - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote 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	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote										
Vote 1 - EXECUTIVE AND COUNCIL		1,570	980	1,382	1,100	2,318	2,318	3,158	3,010	3,154
Vote 2 - FINANCE		96,087	128,831	129,253	113,011	115,773	115,773	126,342	128,741	130,921
Vote 3 - ADMINISTRATION		23,356	20,196	20,019	25,147	25,416	25,416	23,521	26,084	26,811
Vote 4 - TECHNICAL		118,938	84,356	80,629	108,187	116,609	116,609	122,473	123,652	124,896
Vote 5 - AGENCIES		122,282	121,371	128,120	131,186	145,186	145,186	152,033	149,122	156,177
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	382,234	355,734	360,454	376,631	405,301	405,301	427,526	438,909	441,959
Expenditure by Vote to be appropriated										
Vote 1 - EXECUTIVE AND COUNCIL		26,018	27,813	28,249	29,913	32,387	32,387	33,305	33,862	36,705
Vote 2 - FINANCE		21,277	31,354	33,415	31,273	40,705	40,705	35,411	37,927	39,808
Vote 3 - ADMINISTRATION		89,865	85,879	69,771	83,808	84,542	84,542	85,783	92,033	98,391
Vote 4 - TECHNICAL		85,316	78,674	82,623	98,880	109,749	109,749	126,032	127,923	129,671
Vote 5 - AGENCIES		110,976	121,287	129,120	131,186	145,186	145,186	152,033	149,122	156,176
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	313,453	325,867	343,179	376,039	412,569	412,569	432,565	440,867	460,750
Surplus/(Deficit) for the year	2	48,781	30,727	17,224	591	(7,268)	(7,268)	(5,039)	(10,257)	(18,791)

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

- 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 organizational structure of the municipality. This means it is possible to present the operating surplus or deficit of a vote. The following table is an analysis of the surplus or deficit for the electricity and water trading services



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Table 11 Surplus/ (Deficit) calculations for the technical services

Vote Description R thousand	2020/21 Medium Term Revenue & Expenditure Framework		
	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote			
Vote 4 - TECHNICAL SERVICES	122 472 895	123 651 992	124 896 299
Total Revenue by Vote	122 472 895	123 651 992	124 896 299
Expenditure by Vote to be appropriated			
Vote 4 - TECHNICAL SERVICES	126 032 037	127 922 615	129 670 546
Total Expenditure by Vote	126 032 037	127 922 615	129 670 546
Surplus/(Deficit) for the year	-3 559 142	-4 270 623	-4 774 247

2. The surplus on this account increases over the MTREF translating into a deficit of R3.5 million, R4.2 million and R4.7 million for each of the respective financial years.

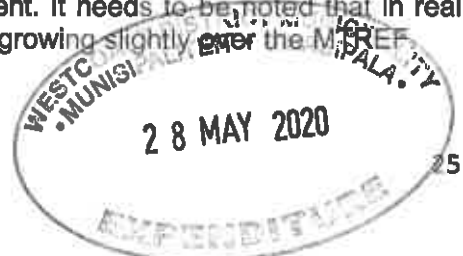


Table 12 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

DC1 West Coast - Table A4 Budgeted Financial Performance (revenue and expenditure)											
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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	678	747	922	865	865	865	865	908	953	1,001
Service charges - water revenue	2	112,759	91,482	72,748	100,314	110,314	110,314	110,314	116,322	117,181	118,081
Service charges - sanitation revenue	2	148	142	93	92	92	92	92	97	101	108
Service charges - refuse revenue	2	-	-	67	65	66	66	65	69	72	78
Rental of facilities and equipment		3,467	3,643	4,253	2,401	2,771	2,771	2,771	2,892	3,023	3,151
Interest earned - external investments		20,727	21,763	27,904	21,837	20,826	20,826	20,826	21,542	22,696	23,135
Interest earned - outstanding debtors		-	96	51	82	82	82	82	85	89	71
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	21	21	21	21	8	8	9
Licences and permits		158	317	446	224	324	324	324	411	422	432
Agency services		120,693	128,522	138,309	131,110	145,110	145,110	145,110	151,960	149,036	158,085
Transfers and subsidies		86,917	92,116	94,886	98,174	100,119	100,119	100,119	103,304	106,892	109,894
Other revenue	2	14,788	15,465	18,787	20,465	23,435	23,435	23,435	29,329	29,726	29,919
Gains		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contribution)		382,284	384,284	388,443	378,831	418,108	404,004	404,004	428,998	428,979	441,859
Expenditure By Type											
Employee related costs	2	155,578	164,791	176,128	193,795	193,425	193,425	193,425	208,136	225,004	241,707
Remuneration of councillors		5,447	5,842	6,140	6,780	6,780	6,780	6,780	7,155	7,557	8,048
Debt Impairment	3	-	151	227	900	760	760	760	770	791	813
Depreciation & asset impairment	2	7,276	11,780	8,755	9,272	11,087	11,087	11,087	8,967	9,788	9,770
Finance charges		2,276	5,474	3,853	173	3,391	3,391	3,391	92	98	102
Bulk purchases	2	8,723	7,120	8,351	13,489	13,489	13,489	13,489	14,837	15,570	16,358
Other materials	8	44,129	37,259	40,488	50,914	54,950	54,950	54,950	55,064	63,097	62,284
Contracted services		-	-	5,169	28,942	31,350	31,350	31,350	28,192	28,363	26,968
Transfers and subsidies		1,187	1,587	2,234	1,200	4,723	4,723	4,723	1,368	979	1,003
Other expenditure	4, 5	81,917	90,535	87,388	68,970	92,844	92,844	92,844	97,964	91,139	94,187
Losses		1,145	407	4,857	1,625	-	-	-	1,000	500	500
Total Expenditure		313,483	325,007	341,179	378,039	412,669	412,669	412,669	432,365	448,897	480,759
Surplus/(Deficit)		48,781	29,277	15,264	891	(8,561)	(8,565)	(8,565)	(8,669)	(10,897)	(18,791)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	1,460	1,960	-	1,297	1,297	1,297	830	830	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		48,781	30,727	17,224	891	(7,268)	(7,268)	(7,268)	(8,039)	(10,267)	(18,791)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		48,781	30,727	17,224	891	(7,268)	(7,268)	(7,268)	(8,039)	(10,267)	(18,791)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		48,781	30,727	17,224	891	(7,268)	(7,268)	(7,268)	(8,039)	(10,267)	(18,791)
Share of surplus/ (deficit) of associates	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		48,781	30,727	17,224	891	(7,268)	(7,268)	(7,268)	(8,039)	(10,267)	(18,791)

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

- Total revenue is R427.5 million in 2020/21 and increases to R441.9 by 2022/23.
- Agency service constitutes the biggest component of the revenue basket of the municipality totaling R151.9 million for the 2020/21 financial year and decreases to R156.0 million by 2022/23.
- Transfers recognized – operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government are growing slightly over the MTREF.



4. The following graph illustrates the major expenditure items per type.

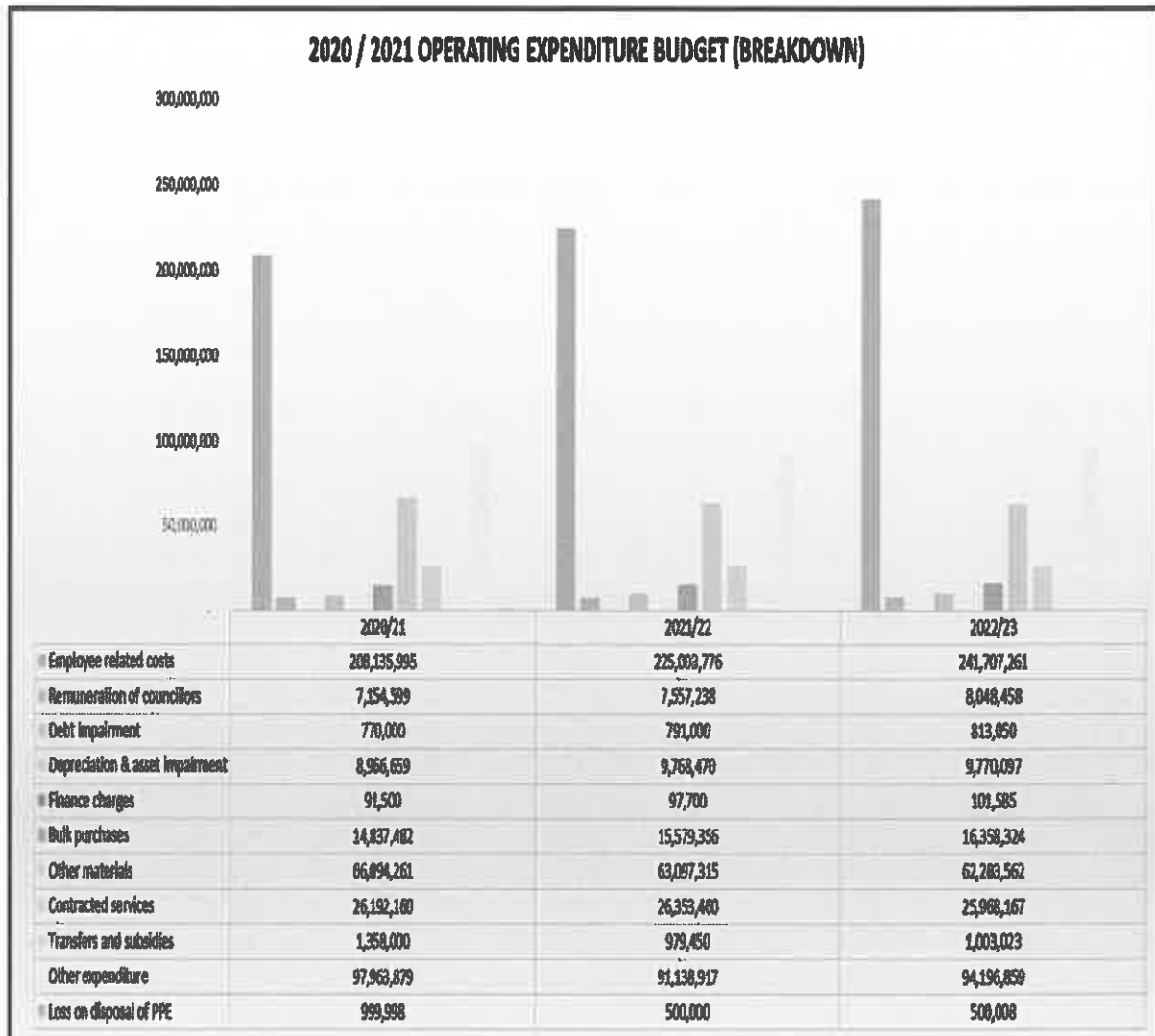


Figure 3 Expenditure by major type

5. Other materials decrease over the 2020/21 to 2022/23 period from R66.0 million to R62.2 million.
6. Employee related costs, contracted services, other expenditure are also main cost drivers within the municipality.



Table 13 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Vote 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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure - Vote	1										
Multi-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE AND COUNCIL		8	8	8	54	633	633	633	439	340	-
Vote 2 - FINANCE		-	-	877	480	4,479	4,479	4,479	1,388	281	88
Vote 3 - ADMINISTRATION		-	83	2,472	3,441	4,088	4,088	4,088	3,424	5,480	3,160
Vote 4 - TECHNICAL		-	4,281	52	4,120	2,593	2,593	2,593	2,820	1,990	2,038
Vote 5 - AGENCIES		-	-	-	-	-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	4,372	3,402	8,085	11,798	11,798	11,798	8,083	8,081	8,281
Single-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE AND COUNCIL		8	185	14	1	601	601	601	297	290	-
Vote 2 - FINANCE		677	180	2,715	150	160	160	160	130	219	190
Vote 3 - ADMINISTRATION		2,714	3,253	1,708	881	454	454	454	870	1,503	175
Vote 4 - TECHNICAL		7,452	145	1,528	300	438	438	438	160	170	98
Vote 5 - AGENCIES		-	-	-	-	-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		10,851	3,754	4,019	1,331	1,643	1,641	1,641	1,483	1,182	400
Total Capital Expenditure - Vote		10,882	8,108	9,421	8,427	13,428	13,428	13,428	9,518	10,243	8,681
Capital Expenditure - Functional											
Governance and administration		870	230	4,088	803	8,248	8,248	8,248	2,007	780	90
Executive and council		8	148	14	-	1,175	1,175	1,175	630	630	-
Finance and administration		862	83	4,082	803	5,059	5,059	5,059	1,377	130	90
Internal audit		-	-	-	1	1	1	1	-	-	-
Community and public safety		2,890	3,499	3,747	4,139	4,333	4,333	4,333	4,828	7,388	3,602
Community and social services		116	181	34	854	610	610	610	-	229	1,687
Sport and recreation		-	180	228	580	562	562	562	1,447	370	168
Public safety		2,680	2,927	3,154	2,872	2,574	2,574	2,674	3,032	6,784	1,688
Housing		-	-	-	-	-	-	-	-	-	-
Health		25	144	330	33	656	656	656	80	-	-
Economic and environmental services		-	9	887	-	239	239	239	9	-	-
Planning and development		-	9	887	-	239	239	239	9	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		7,452	4,428	1,021	4,370	2,688	2,688	2,688	2,970	2,130	2,070
Energy services		-	-	-	-	-	-	-	-	-	-
Water management		7,452	4,428	-	2,670	2,688	2,688	2,688	2,970	2,130	2,070
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	1,021	1,500	-	-	-	-	-	-
Other		-	8	-	14	14	14	14	4	-	-
Total Capital Expenditure - Functional	3	10,882	8,108	9,421	8,427	13,428	13,428	13,428	9,518	10,243	8,681
Funded by:											
National Government		-	-	1,980	-	-	-	-	-	-	-
Provincial Government		-	1,450	-	-	1,297	1,297	1,297	630	630	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (maturity)		-	-	-	-	-	-	-	-	-	-
Governmental Agencies - non-maturity		-	-	-	-	-	-	-	-	-	-
Governmental Agencies - maturity		-	-	-	-	-	-	-	-	-	-
Private Enterprises - Public		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	-	1,480	1,980	-	1,297	1,297	1,297	630	630	-
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		10,882	6,598	7,440	9,427	12,131	12,131	12,131	8,888	9,613	8,681
Total Capital Funding	7	10,882	8,108	9,421	8,427	13,428	13,428	13,428	9,518	10,243	8,681



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

1. Table A5 is a breakdown of the capital program in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. Single-year capital expenditure has been appropriated at R9.5 million for 2020/21.
3. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.
4. The capital program is funded from internally generated funds from current year surpluses. These funding sources are further discussed in detail in 2.6 (Overview of Budget Funding).



Table 14 MBRR Table A6 - Budgeted Financial Position

DC1 West Coast - Table A6 Budgeted Financial Position											
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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
ASSETS											
Current assets											
Cash		234,434	269,808	306,613	262,294	303,091	303,091	303,091	311,594	315,041	315,141
Call investment deposits	1	-	-	-	-	-	-	-	-	-	-
Consumer debtors	1	3,951	8,378	11,721	6,691	6,691	6,691	6,691	4,097	4,132	4,169
Other debtors		28,077	3,863	36,826	-	-	-	-	-	-	-
Current portion of long-term receivables		1,196	15,170	1,296	1,196	1,196	1,196	1,196	1,196	1,196	1,196
Inventory	2	7,087	7,030	7,684	6,338	6,338	6,338	6,338	6,338	6,338	6,338
Total current assets		274,745	304,286	363,130	276,520	317,317	317,317	317,317	323,226	326,707	328,544
Non current assets											
Long-term receivables		19,362	51,843	29,576	19,362	19,362	19,362	19,362	27,744	23,862	20,862
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		4,572	4,539	4,506	4,472	4,472	4,472	4,472	4,439	4,405	4,372
Investment in Associates		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	76,811	76,718	78,271	77,199	80,966	80,966	80,966	85,426	86,242	81,106
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		58,293	3,729	2,722	16,724	1,152	1,152	1,152	2,427	3,155	3,253
Other non-current assets		-	-	-	-	-	-	-	-	-	-
Total non current assets		158,038	136,630	118,074	118,757	106,941	106,941	106,941	120,035	116,664	109,980
TOTAL ASSETS		433,783	440,916	478,211	392,277	423,258	423,258	423,258	443,261	443,371	438,524
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	-	-	-	-	-	-	-
Borrowing	4	17,004	13,731	14,728	4,500	4,500	4,500	4,500	3,000	1,500	-
Consumer deposits		-	-	-	-	-	-	-	-	-	-
Trade and other payables	4	17,684	20,098	23,581	3,024	12,402	12,402	12,402	14,376	28,626	43,483
Provisions		8,725	9,034	10,104	9,970	10,518	10,518	10,518	9,970	9,970	9,970
Total current liabilities		43,413	42,863	48,413	17,484	27,420	27,420	27,420	27,346	40,096	53,453
Non current liabilities											
Borrowing		40,243	27,153	12,882	8,382	8,382	8,382	8,382	5,382	3,000	1,500
Provisions		69,758	73,145	101,929	79,745	79,745	79,745	79,745	107,860	107,860	107,860
Total non current liabilities		110,001	100,298	114,811	88,127	88,127	88,127	88,127	113,242	110,860	109,360
TOTAL LIABILITIES		153,414	143,161	163,224	105,611	115,547	115,547	115,547	140,588	150,956	162,813
NET ASSETS	5	280,370	297,753	314,987	287,666	307,711	307,711	307,711	302,673	292,415	273,624
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		280,370	297,753	314,987	287,666	307,712	307,712	307,712	302,673	292,416	273,624
Reserves	4	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	280,370	297,753	314,987	287,666	307,712	307,712	307,712	302,673	292,416	273,624



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Explanatory notes to Table A6 - Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. Table 14 is supported by an extensive table of notes (SA3 which can be found on page 91) providing a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions non-current;
 - Changes in net assets; and
 - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is informed directly by forecasting the statement of financial position.

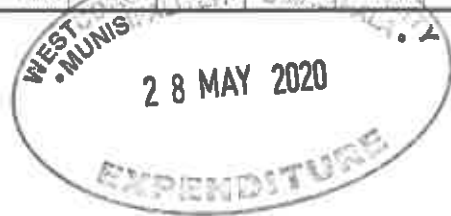


Table 15 MBRR Table A7 - Budgeted Cash Flow Statement

DC1 West Coast - Table A7 Budgeted Cash Flows											
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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	-	-	-	-	-	-	-
Service charges		114,321	94,340	80,285	101,336	101,336	101,336	101,336	117,395	118,307	119,283
Other revenue		111,689	179,002	142,284	154,221	181,661	181,661	181,661	184,589	182,215	189,598
Transfers and Subsidies - Operational	1	88,917	92,116	94,128	98,493	100,119	100,119	100,119	103,304	106,692	109,894
Transfers and Subsidies - Capital	1	-	1,460	2,718	2,681	1,267	1,297	1,297	630	630	-
Interest		20,727	21,753	27,904	21,899	20,828	20,828	20,828	21,542	22,686	23,135
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(294,886)	(321,199)	(282,308)	(359,643)	(367,218)	(367,218)	(367,218)	(407,990)	(416,774)	(435,023)
Finance charges		(7,278)	(5,474)	(3,863)	(173)	(3,391)	(3,391)	(3,391)	(82)	(98)	(102)
Transfers and Grants	1	-	(1,587)	(2,234)	(1,200)	(4,723)	(4,723)	(4,723)	(1,358)	(979)	(1,003)
NET CASH FROM/(USED) OPERATING ACTIVITIES		53,871	65,422	36,704	15,815	9,908	9,908	9,908	18,322	13,690	5,761
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		178	61	201	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	14,271	14,271	14,271	14,271	8,382	4,500	1,800
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(10,836)	(9,086)	(9,421)	(9,427)	(13,428)	(13,428)	(13,428)	(9,618)	(10,243)	(5,861)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(10,658)	(8,925)	(9,220)	4,844	843	843	843	(1,236)	5,757	(4,061)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		(15,492)	(17,013)	(13,080)	(14,271)	(14,271)	(14,271)	(14,271)	(8,382)	(4,500)	(1,500)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(15,492)	(17,013)	(13,080)	(14,271)	(14,271)	(14,271)	(14,271)	(8,382)	(4,500)	(1,500)
NET INCREASE/ (DECREASE) IN CASH HELD		7,519	35,374	36,805	6,168	(3,522)	(3,522)	(3,522)	8,904	3,447	100
Cash/cash equivalents at the year begin:	2	229,915	234,434	289,808	282,294	303,091	303,091	303,091	303,091	311,994	315,041
Cash/cash equivalents at the year end:	2	234,434	289,808	306,813	282,294	303,091	303,091	303,091	311,994	315,041	315,141

Table 16 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

DC1 West Coast - Table A8 Cash backed reserves/accumulated surplus reconciliation											
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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash and Investments available											
Cash/cash equivalents at the year end	1	234,434	289,808	306,813	282,294	303,091	303,091	303,091	311,994	315,041	315,141
Other current investments > 90 days		-	(0)	-	-	-	-	-	-	-	-
Non current assets - investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		234,434	289,808	306,813	282,294	303,091	303,091	303,091	311,994	315,041	315,141
Application of cash and investments											
Unspent conditional transfers		1,713	1,419	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	(31,523)	(56,847)	(49,246)	(23,023)	(13,646)	(13,646)	(13,646)	(17,457)	639	18,458
Other provisions		78,483	103,536	101,929	79,745	79,745	79,745	79,745	79,745	79,745	79,745
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		46,672	48,108	52,865	56,722	86,096	86,096	86,096	82,254	10,384	98,204
Surplus (shortfall)		185,762	221,700	253,929	205,571	216,995	216,995	216,995	229,740	204,657	216,937



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. It can be seen that the cash levels are stable over the 2020/21 to 2022/23 financial years.
4. The 2020/21 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term.
5. Cash and cash equivalents totals R311 million as at the end of the 2020/21 financial year and increases to R315 million by 2022/23.

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 64 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
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. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. From the table it can be seen that for the period 2020/21 to 2022/23 the surplus decreases from R249 million to R216 million.



Table 17 MBRR Table A9 - Asset Management

DO1 West Coast - Table A9 Asset Management																	
R thousand	Description	Ref	2016/17			2017/18			2018/19			Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure From work		
			Audited Outcome	Adjusted Outcome	Audited Outcome	Adjusted Outcome	Original Budget	Adjusted Budget	Full Year Percent	Budget Year 2019/20	Budget Year +1 2021/22	Budget Year +2 2022/23					
CAPITAL EXPENDITURE																	
	Total New Assets	1	10,068	6,852	9,421	5,119	12,190	18,106	8,916	9,950	8,473						
	Roads Infrastructure		--	--	--	--	--	--	--	--	--						
	Storm water Infrastructure		--	--	--	--	--	--	--	--	--						
	Electrical Infrastructure		--	--	--	--	--	--	--	--	--						
	Water Supply Infrastructure		3,172	--	--	--	--	--	--	--	--						
	Sanitation Infrastructure		--	--	--	--	--	--	--	--	--						
	Solid Waste Infrastructure		--	--	6,054	1,600	--	--	--	--	--						
	Rail Infrastructure		--	--	--	--	--	--	--	--	--						
	Coastal Infrastructure		--	--	--	--	240	240	--	--	--						
	Information and Communication Infrastructure		--	--	--	--	--	--	--	--	--						
	Infrastructure		3,783	--	7,607	1,800	240	240	--	--	--						
	Community Facilities		750	--	--	--	--	--	--	--	--						
	Sport and Recreation Facilities		--	--	--	--	--	--	--	--	--						
	Community Assets		222	--	--	--	--	--	--	--	--						
	Heritage Assets		--	--	--	--	--	--	--	--	--						
	Revenue Generating		--	--	--	--	--	--	--	--	--						
	Non-revenue Generating		--	--	--	--	--	--	--	--	--						
	Investment properties		--	--	--	--	--	--	--	--	--						
	Operational Buildings		96	--	709	30	726	726	2,056	102	371						
	Housing		96	--	709	30	726	726	2,056	102	371						
	Other Assets		129	--	--	--	--	--	--	--	--						
	Biological or Cultivated Assets		213	--	--	--	--	--	2,322	222	217						
	Services		--	--	--	--	--	--	--	--	--						
	Licences and Rights		--	--	139	201	--	--	--	531	221						
	Intangible Assets		--	--	239	200	--	--	--	211	227						
	Computer Equipment		314	120	2,186	487	4,632	4,632	678	918	618						
	Furniture and Office Equipment		79	57	290	231	895	895	487	489	186						
	Machinery and Equipment		4,989	1,768	1,908	2,490	2,867	2,867	2,951	2,978	2,535						
	Transport Assets		1,865	2,736	1,545	2,950	2,982	2,982	3,160	2,900	1,860						
	Land		--	--	--	--	--	--	--	--	--						
	Zoo's, Marine and Non-biological Animals		--	--	--	--	--	--	--	--	--						
	Total Repairs of Existing Assets	2	--	2,484	--	794	869	869	180	169	--						
	Roads Infrastructure		--	--	--	--	--	--	--	--	--						
	Storm water Infrastructure		--	--	--	--	--	--	--	--	--						
	Electrical Infrastructure		--	--	--	--	--	--	--	--	--						
	Water Supply Infrastructure		--	2,326	--	--	--	--	--	--	--						
	Sanitation Infrastructure		--	--	--	--	44	44	--	--	--						
	Solid Waste Infrastructure		--	--	--	--	--	--	--	--	--						
	Rail Infrastructure		--	--	--	--	--	--	--	--	--						
	Coastal Infrastructure		--	--	--	--	--	--	--	--	--						
	Information and Communication Infrastructure		--	--	--	--	--	--	--	--	--						
	Infrastructure		--	2,344	--	24	24	24	181	169	--						
	Community Facilities		--	--	--	204	204	204	64	--	--						
	Sport and Recreation Facilities		--	--	--	204	204	204	64	--	--						
	Community Assets		--	--	--	224	224	224	20	--	--						
	Heritage Assets		--	--	--	224	224	224	20	--	--						
	Revenue Generating		--	--	--	166	166	166	--	--	--						
	Non-revenue Generating		--	--	--	166	166	166	--	--	--						
	Investment properties		--	--	--	166	166	166	--	--	--						
	Operational Buildings		--	--	--	166	166	166	--	--	--						
	Housing		--	--	--	166	166	166	--	--	--						
	Other Assets		--	--	--	166	166	166	--	--	--						
	Biological or Cultivated Assets		--	--	--	--	--	--	--	--	--						
	Services		--	--	--	--	--	--	--	--	--						
	Licences and Rights		--	--	--	--	--	--	--	--	--						
	Intangible Assets		--	--	--	--	--	--	--	--	--						
	Computer Equipment		--	--	--	--	--	--	--	--	--						
	Furniture and Office Equipment		--	--	--	--	--	--	--	--	--						
	Machinery and Equipment		--	--	--	--	--	--	--	--	--						
	Transport Assets		--	--	--	--	--	--	--	--	--						
	Land		--	--	--	--	--	--	--	--	--						
	Zoo's, Marine and Non-biological Animals		--	--	--	--	--	--	--	--	--						
	Total Upgrades of Existing Assets	3	--	--	--	848	841	841	480	178	188						
	Roads Infrastructure		--	--	--	--	--	--	--	--	--						
	Storm water Infrastructure		--	--	--	--	--	--	--	--	--						
	Electrical Infrastructure		--	--	--	--	--	--	--	--	--						
	Water Supply Infrastructure		--	--	--	410	420	420	420	175	188						
	Sanitation Infrastructure		--	--	--	--	--	--	--	--	--						
	Solid Waste Infrastructure		--	--	--	--	--	--	--	--	--						
	Rail Infrastructure		--	--	--	--	--	--	--	--	--						
	Coastal Infrastructure		--	--	--	--	--	--	--	--	--						
	Information and Communication Infrastructure		--	--	--	--	--	--	--	--	--						
	Infrastructure		--	--	--	428	438	438	428	178	188						
	Community Facilities		--	--	--	21	21	21	--	--	--						
	Sport and Recreation Facilities		--	--	--	21	21	21	--	--	--						
	Community Assets		--	--	--	98	97	97	--	--	--						
	Heritage Assets		--	--	--	98	97	97	--	--	--						
	Revenue Generating		--	--	--	--	--	--	--	--	--						
	Non-revenue Generating		--	--	--	--	--	--	--	--	--						
	Investment properties		--	--	--	--	--	--	--	--	--						
	Operational Buildings		--	--	--	100	100	100	--	--	--						
	Housing		--	--	--	100	100	100	--	--	--						
	Other Assets		--	--	--	100	100	100	--	--	--						
	Biological or Cultivated Assets		--	--	--	--	--	--	--	--	--						
	Services		--	--	--	--	--	--	--	--	--						
	Licences and Rights		--	--	--	--	--	--	--	--	--						
	Intangible Assets		--	--	--	--	--	--	--	--	--						
	Computer Equipment		--	--	--	--	--	--	--	--	--						
	Furniture and Office Equipment		--	--	--	--	--	--	--	--	--						
	Machinery and Equipment		--	--	--	--	--	--	--	--	--						
	Transport Assets		--	--	--	--	--	--	--	--	--						
	Land		--	--	--	--	--	--	--	--	--						
	Zoo's, Marine and Non-biological Animals		--	--	--	--	--	--	--	--	--						
	Total Capital Expenditure	4	10,068	9,109	9,421	6,487	13,425	19,485	9,614	10,845	9,991						
	Roads Infrastructure		--	--	--	--	--	--	--	--	--						
	Storm water Infrastructure		--	--	--	--	--	--	--	--	--						
	Electrical Infrastructure		--	--	--	--	--	--	--	--	--						
	Water Supply Infrastructure		3,172	2,314	--	470	420	420	420	175	188						
	Sanitation Infrastructure		--	--	--	44	44	44	160	180	--						
	Solid Waste Infrastructure		--	--	1,021	1,600	--	--	--	--	--						
	Rail Infrastructure		--	--	--	--	--	--	--	--	--						
	Coastal Infrastructure		--	--	--	--	240	240	--	--	--						
	Information and Communication Infrastructure		--	--	--	--	--	--	--	--	--						
	Infrastructure		3,783	2,334	7,607	2,068	706	706	1,811	388	411						
	Community Facilities		750	--	269	359	359	359	20	--	--						
	Sport and Recreation Facilities		750	--	269	359	359	359	20	--	--						
	Community Assets		222	--	--	269	269	269	20	--	--						
	Heritage Assets		--	--	--	269	269	269	20	--	--						
	Revenue Generating		--	--	--	350	350	350	--	--	--						
	Non-revenue Generating		--	--	--	350	350	350	--	--	--						
	Investment properties		--	--	--	350	350	350	--	--	--						
	Operational Buildings		96	--	709	30	724	724	2,056	102	371						
	Housing		96	90	709	30	724	724	2,056	102	371						
	Other Assets		129	90	709	130	724	724	2,056	102	371						
	Biological or Cultivated Assets		--	--	--	--	--	--	--	--	--						
	Services		--	--	--	--	--	--	--	--	--						
	Licences and Rights		--	--	139	200	--	--	--	531	221						
	Intangible Assets		--	--	239	200	--	--	--	211	227						
	Computer Equipment		314	120	2,186	487	4,632	4,632	678	918	618						
	Furniture and Office Equipment		79	57	290	231	895	895	487	489	186						
	Machinery and Equipment		4,989	1,768	1,908	2,490	2,867										

Table 17 MBRR Table A9 - Asset Management. (Continued)

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	Budget Year +1 2021/22	Budget Year +2 2022/23
ASSET REGISTER SUMMARY - PPE (WDV)	6	136,677	84,987	85,489	97,366	86,579	86,579	92,291	92,802	88,731
Roads Infrastructure		-	-	-	129	129	129	121	113	104
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		314	302	291	87	87	87	84	80	66
Water Supply Infrastructure		147	1,310	1,228	1,523	1,523	1,523	1,270	1,177	1,083
Sanitation Infrastructure		-	-	-	2,771	-	-	1,482	1,487	1,483
Solid Waste Infrastructure		-	-	-	-	1,271	1,271	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	666	666	666	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		487	1,673	1,517	4,688	3,498	3,556	2,947	2,837	2,737
Community Assets		29,473	27,049	25,342	15,777	15,777	15,777	17,462	16,643	13,678
Heritage Assets		-	-	-	-	-	-	-	-	-
Investment properties		4,972	4,639	4,808	4,472	4,472	4,472	4,438	4,403	4,372
Other Assets		-	-	2,880	8,527	13,498	13,498	6,223	6,825	5,288
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		68,283	3,726	2,722	16,724	1,644	1,644	2,427	3,155	3,283
Computer Equipment		1,820	1,388	4,158	1,101	1,087	1,087	7,182	6,792	6,476
Furniture and Office Equipment		802	338	793	747	730	730	986	1,024	744
Machinery and Equipment		8,789	8,881	5,478	7,847	7,662	7,662	10,288	11,351	9,893
Transport Assets		8,988	10,712	10,341	11,384	11,384	11,384	12,957	14,189	14,480
Land		28,780	28,780	27,781	28,780	28,780	28,780	27,781	27,781	27,781
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	6	136,677	84,987	85,489	97,366	86,579	86,579	92,291	92,802	88,731
EXPENDITURE OTHER ITEMS		20,307	20,320	18,344	19,788	26,988	26,988	20,421	21,811	22,984
Depreciation	7	7,888	11,780	8,765	9,272	11,087	11,087	8,987	9,788	9,770
Repairs and Maintenance by Asset Class	3	12,841	8,560	9,589	10,516	15,881	15,881	11,484	11,843	12,935
Roads Infrastructure		22	-	-	311	311	311	474	498	523
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		8,808	1,657	1,488	3,480	4,520	4,520	3,631	3,912	4,003
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		8,830	1,657	1,488	3,791	4,831	4,831	4,105	4,319	4,526
Community Facilities		-	-	-	289	210	210	307	321	336
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	239	219	219	357	331	336
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		1,438	1,398	1,670	2,031	1,767	1,767	2,410	2,632	2,607
Housing		-	-	-	-	-	-	-	-	-
Other Assets		1,438	1,398	1,670	2,031	1,767	1,767	2,410	2,632	2,607
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Services		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		8	1	8	20	20	20	30	40	50
Furniture and Office Equipment		48	-	1	41	41	41	48	47	48
Machinery and Equipment		1,385	4,357	3,088	1,213	6,983	6,983	1,920	1,280	1,519
Transport Assets		988	1,147	1,428	3,130	3,080	3,080	3,236	3,332	3,499
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		20,307	20,320	18,344	19,788	26,988	26,988	20,421	21,811	22,984
Renewal and upgrading of Existing Assets as % of total expenditure		0.0%	28.0%	0.0%	13.0%	9.2%	8.2%	6.3%	3.5%	3.3%
Renewal and upgrading of Existing Assets as % of deprec		0.0%	20.8%	0.0%	14.1%	11.1%	11.1%	6.7%	3.6%	1.0%
R&M as a % of PPE		18.5%	11.2%	12.3%	13.6%	19.8%	19.8%	13.4%	13.8%	15.2%
Renewal and upgrading and R&M as a % of PPE		8.0%	13.0%	11.0%	12.0%	20.0%	20.0%	13.0%	13.0%	14.0%

Explanatory notes to Table A9 - Asset Management

- Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.



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Table 18 MBRR Table A10 - Basic Service Delivery Measurement

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
					Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
Household service targets											
Water											
Flush water service working											
Flush water service not working	2										
Using public tap (< min service level)	3										
Other water supply (< min service level)	4										
No water supply											
<i>Below Minimum Service Level and Above sub-total</i>											
Minimum Service Level and Above sub-total											
Total number of households	0										
Sanitation/sewerage											
Flush toilet (connected to sewerage)											
Flush toilet (with septic tank)											
Chemical toilet											
PI toilet (ventilated)											
Other toilet provisions (> min. service level)											
<i>Minimum Service Level and Above sub-total</i>											
Bucket toilet											
Other toilet provisions (< min service level)											
No toilet provisions											
<i>Below Minimum Service Level sub-total</i>											
Total number of households	0										
Energy											
Electricity (at least min. service level)											
Electricity - prepaid (min. service level)											
<i>Minimum Service Level and Above sub-total</i>											
Electricity (< min service level)											
Electricity - prepaid (< min service level)											
Other energy sources											
<i>Below Minimum Service Level sub-total</i>											
Total number of households	0										
Rubbish											
Removed at least once a week											
<i>Minimum Service Level and Above sub-total</i>											
Removed less frequently than once a week											
Using communal refuse dump											
Using own refuse dump											
Other rubbish disposal											
No rubbish disposal											
<i>Below Minimum Service Level sub-total</i>											
Total number of households	0										
Households receiving Free Basic Services											
Water (6 kilolitres per household per month)											
Sanitation (free minimum level service)											
Electricity/other energy (50kwh per household per month)											
Rubbish (removed at least once a week)											
Cost of Free Basic Services provided - Formal Settlements (R'000)											
Water (6 kilolitres per indigent household per month)											
Sanitation (free sanitation service to indigent households)											
Electricity/other energy (50kwh per indigent household per month)											
Rubbish (removed once a week for indigent households)											
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)											
Total cost of FBS provided											
Highest level of free services provided per household											
Property rates (R value threshold)											
Water (kilolitres per household per month)											
Sanitation (kilolitres per household per month)											
Sanitation (Rand per household per month)											
Electricity (kwh per household per month)											
Rubbish (average litres per week)											
Revenue cost of subsidised services provided (R'000)											
Property rates (parity adjustment) (impermissible values per section 17 of MPRSA)											
Property rates - exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRSA											
Water (in excess of 6 kilolitres per indigent household per month)					4	4	4	4	5	5	5
Sanitation (in excess of free sanitation service to indigent households)					10	10	10	20	21	22	
Electricity/other energy (in excess of 50 kwh per indigent household per month)					36	36	36	38	40	42	
Rubbish (in excess of one removal a week for indigent households)					15	15	15	15	16	17	
Municipal Housing - rental rebates											
Housing - top structure subsidies											
Other											
Total revenue cost of subsidised services provided					75	75	75	77	81	85	

Explanatory notes to Table A10 - Basic Service Delivery Measurement

- Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.



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Part 2 – Supporting Documentation

1.8 Overview of the final budget process

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

1.8.1 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 a time schedule that sets out the process to revise the IDP and prepare the budget. The process plan will be added to this document as an appendix. There were no deviations from the key dates set out in the Budget Time Schedule tabled in Council. This plan is attached as Annexure B.

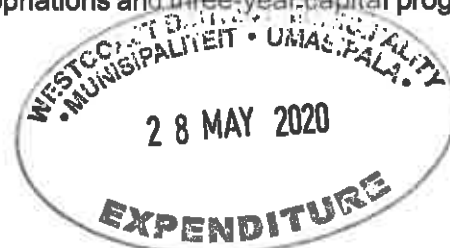
1.8.2 Integrated Development Plan and Service Delivery and Budget Implementation Plan

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

- Registration of municipal priorities and community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public stakeholder engagement process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2020/21 MTREF, based on the approved 2019/20 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2020/21 MTREF, each department/function had to review the 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.



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1.8.3 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2020/21 MTREF extensive financial modelling and the long-term financial plan were taken into account to ensure affordability and sustainability. The following key factors and planning strategies have informed the compilation of the 2020/21 MTREF:

- Policy and expenditure priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation)
- Performance trends
- Cash Flow Management
- Debtor payment levels
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 78 has been taken into consideration in the planning and prioritisation process.

1.9 Overview of alignment of final budget with IDP

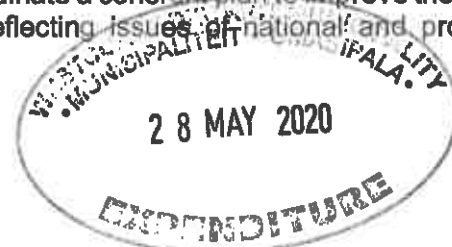
The Constitution mandates local government with the responsibility to exercise local developmental and co-operative governance. Addressing the inequalities of South African society can only be realized through a credible integrated developmental planning process.

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

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

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

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial



importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the municipality's response to these requirements.

The national and provincial priorities, policies and strategies of importance include amongst others:

- Green Paper on National Strategic Planning of 2009;
- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (GGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPIs);
- Accelerated and Shared Growth Initiative (ASGISA);
- National 2014 Vision;
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2020/21 MTREF and further planning refinements that have directly informed the compilation of the budget:

Table 19 IDP Strategic Objectives

2020/21 MTREF	
1.	Ensuring Environmental Integrity for the West Coast
2.	Pursuing economic growth and the facilitation of job opportunities
3.	Promoting the social wellbeing of the community
4.	Providing essential bulk services to the district
5.	Ensuring good governance and financial viability

In order to ensure integrated and focused service delivery between all spheres of government it was important for the municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the five strategic objectives:



1. **Ensuring Environmental Integrity for the West Coast:**
 - o Implement an integrated environmental programme;
 - o Implement the air quality management plan;
 - o Carrying forward the disaster management plan; and
 - o Climate change strategy to be developed.
2. **Pursuing economic growth and the facilitation of job opportunities:**
 - o Review of spatial development framework providing a framework;
 - o Implementation of the regional economic development strategy;
 - o Technical and capacity support to B-Municipalities;
 - o Revision and updating in collaboration with economic development partners; and
 - o Support regional investment promotion.
3. **Promoting the social wellbeing of the community:**
4. **Providing essential bulk services to the district:**
 - o Use and update the master plan for bulk water system.
5. **Ensuring good governance and financial viability:**
 - o Strategic human resource and building of human capital (internally);
 - o Corporate training and development in the district;
 - o Employee wellness and assistance programme; and
 - o Each post is linked to a full job description.

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the municipality. The five-year programme responds to the development challenges and opportunities faced by the municipality by identifying the key performance areas to achieve the five the strategic objectives mentioned above.

Lessons learned with previous IDP revision and planning cycles as well as changing environments were taken into consideration in the compilation of the IDP, including:

- Strengthening the analysis and strategic planning processes of the municipality;
- Ensuring better coordination through a programmatic approach and attempting to focus the budgeting process through planning interventions; and
- Strengthening performance management and monitoring systems in ensuring the objectives and deliverables are achieved.

The 2020/21 MTREF 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 22 MBRR Table SA6 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

DC1 West Coast - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)												
Strategic Objective	Goal	Goal Code	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	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand												
To ensure the environmental integrity of the district is improved		A		25	181	330	33	354	358	950	-	-
To pursue economic growth and the facilitation of job opportunities		B		124	188	220	804	808	808	1,440	370	166
To promote the social well-being of residents, communities and targeted		C		2,889	2,927	3,946	3,621	3,252	3,252	3,277	6,983	3,335
To provide essential bulk services to the district		D		7,452	4,426	1,578	4,020	3,030	3,030	2,570	2,130	2,070
To ensure good governance and financial viability		E		562	383	3,447	758	5,983	5,983	874	780	80
		F		-	-	-	-	-	-	-	-	-
		G		-	-	-	-	-	-	-	-	-
		H		-	-	-	-	-	-	-	-	-
		I		-	-	-	-	-	-	-	-	-
		J		-	-	-	-	-	-	-	-	-
		K		-	-	-	-	-	-	-	-	-
		L		-	-	-	-	-	-	-	-	-
		M		-	-	-	-	-	-	-	-	-
		N		-	-	-	-	-	-	-	-	-
		O		-	-	-	-	-	-	-	-	-
		P		-	-	-	-	-	-	-	-	-
Allocations to other priorities			3									
Total Capital Expenditure			1	10,852	8,106	9,421	9,427	13,428	13,428	9,918	10,243	8,861



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1.10 Measurable performance objectives and indicators

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the municipality has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The Municipality target, monitors, assesses and reviews organisational performance which in turn is directly linked to individual employee's performance.

At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. The planning, budgeting and reporting cycle can be graphically illustrated as follows:



Figure 4 Planning, budgeting and reporting cycle



The performance of the municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. The municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);
- Measurement (indicators of success);
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (making changes where necessary).

The performance information concepts used by the municipality in its integrated performance management system are aligned to the **Framework of Managing Programme Performance Information** issued by the National Treasury:

The following table provides the main measurable performance objectives the municipality undertakes to achieve the 2020/21 financial year.



Table 23 MBRR Table SA7 – Measurable performance objectives.

DC1 West Coast - Supporting Table SA7 Measurable performance objectives										
Description	Unit of measurement	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	Budget Year +1 2021/22	Budget Year +2 2022/23
Function 1 - EXECUTIVE AND COUNCIL										
Function 1 - Community and Social Services										
Sub-Function 1 - Population Development										
Draft the annual consolidated operational plan for social development interventions in the district for 2021/22 and submit to MTCO by 31 March 2021	Consolidated operational plan for social development interventions in the district drafted and submitted to MAYCO	1	1	1	1	1	1	1	1	
Function 2 - Executive and Council										
Sub-Function 2 - Municipal Manager, Team Secretary and Chief Executive										
Finalise the wording of the draft consolidated basic conditions for the 2020/21 financial year	Finalise (drafting) basic conditions	4	4	4	4	4	4	4	4	
The percentage of the departmental capital budget actually spent on capital projects by 30 June 2021 ((Actual (including commitments) amount spent on projects / Total amount budgeted for capital projects)X100)	% of capital budget spent	0	0	0	88.0%	95.0%	100.0%	88.0%	95.0%	
Function 3 - Finance and Administration										
Sub-Function 3 - Human Resources										
Percentage of projects implemented in line with the approved budget for 2021/22 as of 30 June 2021 in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan	Percentage of projects approved in the three highest levels of management	1	1	1	10%	0%	0%	0%	0%	
The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan	% of the municipality's personnel budget actually spent on implementing its workplace skills plan	1%	1%	1%	1%	1%	1%	1%	1%	
Percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan	% of the municipality's personnel budget actually spent on implementing its workplace skills plan	1%	1%	1%	10.0%	10.0%	10.0%	8.0%	8.0%	
Review and update the organisational structure and submit to Management by 30 November 2020 and Council by 31 March 2021	Review and update organisational structure with M&A to be implemented by 30 November 2020 and to Council by 31 March 2021	1	1	1	2	2	2	2	2	
Sub-Function 4 - Risk Management										
Review the risk management policy strategy with the implementation plan and submit to the risk committee by 31 May 2021	Review and update management policy strategy with implementation plan submitted to risk committee	1	1	1	1	1	1	1	1	
Complete the risk assessment for 2021/22 and submit to the Risk Committee by 30 June 2021	Complete the risk assessment for 2021/22 and submit to the Risk Committee by 30 June 2021	1	1	1	1	1	1	1	1	
Submit progress reports on the implementation of the RBAP for 2020/21 to the Audit Committee during the 2020/21 financial year	Number of progress reports submitted	5	5	5	5	5	5	5	5	
Perform quarterly risk assessments per the risk management Plan and submit reports with assessments to the risk committee during the 2020/21 financial year	Number of risk assessments performed and report submitted to the risk committee	4	4	4	4	4	4	4	4	
Function 5 - Internal Audit										
Sub-Function 5 - Governance										
Coordinate the functioning of the audit committee during the 2020/21 financial year	Number of meetings coordinated	4	4	4	4	4	4	4	4	
Function 6 - Other										
Sub-Function 6 - Tourism										
Carry out 24 tourism promotional activities by 30 June 2021	Number of activities carried out	18	32	24	18	18	18	24	24	
Assist 12 Tourism SME entrepreneurs with drafting and issuing business cards, brochures, business plans and other promotional for 30 June 2021	Number of Tourism SME entrepreneurs assisted	15	12	12	8	8	8	12	12	

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Table 23 MBRR Table SA7 - Measurable performance objectives. (Continued)

DC1 West Coast - Supporting Table SA7 Measurable performance objectives										
Description	Unit of measurement	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	Budget Year +1 2021/22	Budget Year +2 2022/23
Function 3 - Planning and Development										
Sub-function 1 - Corporate Wide Strategic Planning (RDPs, SBD's)										
Host 15 sessions to promote skills development and support the Tourism SMME business sector by 30 June 2021	Number of sessions hosted	8	8	8	10	10	10	15	15	15
Review the District Economic Development Strategy and submit to Council by 31 March 2021	District Economic Development Strategy reviewed and submitted to Council by 31 March 2021	1	1	1	1	1	1	1	1	1
Vote 2 - FINANCE										
Function 2 - Finance and Administration										
Sub-function 1 - Administration and Corporate Support										
The percentage of the municipal capital budget actually spent on capital projects by 30 June 2021 ((Actual (including commitments) amount spent on projects / Total amount budgeted for capital projects)X100)	% of capital budget spent	95.0%	95.0%	90.36%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Sub-function 2 - Finance										
Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2021 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% of debt coverage	21.04%	45.0%	6.92%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%
Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 ((Total outstanding service debtors/ revenue received for services)X100)	% of outstanding service debtors	3.48%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%
Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	8.63	3	9.93	8.7	8.7	8.7	8.7	8.7	8.7
Vote 3 - ADMINISTRATION										
Function 4 - Planning and Development										
Sub-function 1 - Economic Development / Planning										
Create full time equivalent (FTE's) through expenditure with the EPWP job creation by 30 June 2021	Number of full time equivalent (FTE's) created by 30 June 2021	69.64	30	55.92	30	30	30	45	45	45
Function 5 - Environmental Protection										
Sub-function 1 - Pollution Control										
Take quarterly samples of bacterial levels of potable water in towns, farms and communities within in the district during the 2020/21 financial year	Number of samples taken and monitored	1082	800	1121	900	900	900	900	900	900
Take quarterly samples regarding bacterial levels in final sewerage effluent during the 2020/21 financial year	Number of samples taken and monitored	276	210	268	250	250	250	250	250	250
Function 6 - Health										
Sub-function 1 - Health Services										
Take quarterly samples in terms of Foodstuffs, Cosmetics and Disinfectants Act during the 2020/21 financial year	Number of samples taken and monitored	1676	1080	900	900	900	900	900	900	900
Function 7 - Administration										
Sub-function 1 - Administration and Corporate Support										
The percentage of the departmental capital budget actually spent on capital projects by 30 June 2021 ((Actual (including commitments) amount spent on projects / Total amount budgeted for capital projects)X100)	% of capital budget spent	0	0	0	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%



Table 23 MBRR Table SA7 - Measurable performance objectives. (Continued)

DC1 West Coast - Supporting Table SA7 Measurable performance objectives										
Description	Unit of measurement	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	Budget Year +1 2021/22	Budget Year +2 2022/23
Vote 4 - TECHNICAL										
Function 1 - Planning and Development										
Sub-function 1 - Economic Development / Planning										
Create temporary job opportunities with man days paid through projects by 30 June	Number of man days paid	5996	1200	6907	1200	1200	1200	3000	3000	3000
Function 2 - Water Management										
Sub-function 1 - Water Distribution										
Limit average % water loss for last 12 months to less than 5% ((Number of Kiloliters Water Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purified _ 100)	% average water loss for last 12 months ((Number of Kiloliters Water Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purified _ 100)	2.68%	10.0%	4.05%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
The percentage of the departmental capital budget actually spent on capital projects by 30 June 2021 ((Actual (including commitments) amount spent on projects / Total amount budgeted for capital projects)X100)	% of capital budget spent	0.0%	0.0%	0.0%	95.0%	96.0%	96.0%	95.0%	95.0%	95.0%
Sub-function 2 - Water Treatment										
Comply 95% with water quality parameters as per SANS 241 physical and micro parameters for West Coast Bulk Water Supply during the 2020/21 financial year	% compliance with the water quality parameters	100.0%	100.0%	100%	90.0%	90.0%	90.0%	95.0%	95.0%	95.0%
Vote 5 - AGENCIES										
Function 1 - Road Transport										
Sub-function 1 - Roads										
95% of the provincial roads conditional grant budget allocation spent by 30 June ((Total expenditure divided by the total approved budget) x 100)	% of the budget spent	100.57%	95.0%	102%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Grade 16 000 kilometers of road by 30 June 2021	Number of kilometers graded	16294.63	16000.00	16672.2	16000.00	16000.00	16000.00	16000.00	16000.00	16000.00
Re-gravel 50.00 kilometers of roads by 30 June 2021	Number of kilometers of road re-graveled	34.60	26.88	52.13	44.00	44.00	44.00	50	50	50
Upgrade 6 kilometers of roads from gravel to bitumen surface by 30 June 2021	Number of kilometers of road upgraded from gravel to bitumen	8.29	6.45	10.01	4	4	4	6	6	6
Reseal 158 311 square metres of surfaced roads by 30 June 2021	Number of square metres of road resealed	26.40	27.24	29.38	13	13	13	158 311	158.311	158.311



The following table sets out the municipalities main performance objectives and benchmarks for the 2020/21 MTREF.

Table 24 MBRR Table SA8 - Performance indicators and benchmarks

DC1 West Coast - Supporting 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	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Borrowing Management											
Credit Rating		A1-	A1-	A1-	A1-	A1	A1	A1			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	7.3%	6.9%	4.9%	3.8%	4.3%	4.3%	4.3%	2.0%	1.0%	0.3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	6.3%	6.6%	6.4%	5.2%	5.6%	5.6%	5.9%	2.6%	1.4%	0.5%
Borrowed funding of own capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	6.3	7.1	7.5	15.8	11.6	11.6	11.6	11.6	8.1	6.1
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	6.3	7.1	7.5	15.8	11.6	11.6	11.6	11.6	8.1	6.1
Liquidity Ratio	Monetary Assets/Current Liabilities	5.4	6.3	6.3	15.0	11.1	11.1	11.1	11.4	7.9	6.8
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100.0%	102.1%	108.8%	114.1%	103.8%	103.8%	103.8%	107.1%	103.8%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100.0%	102.1%	106.8%	100.0%	91.0%	91.0%	91.0%	100.0%	100.0%	100.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	14.5%	22.3%	21.9%	7.2%	6.7%	6.7%	6.7%	7.7%	6.8%	5.9%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 60(e))	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Creditors to Cash and Investments		1.6%	0.6%	7.7%	1.2%	4.1%	4.1%	4.1%	4.6%	9.1%	13.8%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kWh)	0	0	0	0	0	0	0	0	0	0
	Total Cost of Losses (Rand '000)	-	-	-	-	-	-	-	-	-	-
	% Volume (units purchased and generated less units sold)/units purchased and generated	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water Distribution Losses (2)	Total Volume Losses (kl)	605	784	708	-	-	-	-	-	-	-
	Total Cost of Losses (Rand '000)	0	5379750	0	1547500	1547500	1547500	1547500	1708119	600000	600000
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	4.6%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	42.9%	46.5%	49.1%	51.5%	47.9%	47.9%	47.9%	46.6%	52.3%	54.7%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	44.5%	48.2%	50.6%	53.2%	46.6%	46.6%	46.6%	50.4%	54.1%	56.5%
Repairs & Maintenance	RAM/(Total Revenue excluding capital revenue)	3.5%	2.4%	2.7%	2.8%	3.9%	3.9%	3.9%	2.7%	2.8%	2.8%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	4.1%	4.9%	3.8%	2.6%	3.6%	3.6%	3.6%	2.1%	2.3%	2.2%
IDP Regulation financial viability Indicators											
I. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	7.1	6.4	7.3	7.9	7.9	7.9	10.2	11.9	13.1	13.5
II. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	26.4%	26.5%	22.6%	7.6%	6.9%	6.9%	6.9%	4.4%	4.4%	4.4%
III. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	13.2	14.8	15.3	11.3	12.2	12.2	12.2	11.8	11.3	10.6



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1.10.1 Performance Indicators and benchmarks

1.10.1.1 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.

1.10.1.2 Liquidity

- For the 2020/21 MTREF the current ratio is 11.4.
- *The liquidity ratio* is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations.

1.10.1.3 Revenue Management

- As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash inflow. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, and credit control and debt collection.

1.10.1.4 Creditors Management

- The municipality has managed to ensure that creditors are settled within the legislated 30 days of invoice. This has had a favorable impact on suppliers' perceptions of risk of doing business with the municipality.

1.10.1.5 Other Indicators

- The water distribution losses have been 4.05 per cent in 2018/19. It is planned to further reduce distribution losses in 2019/20 and 2020/21.

1.10.2 Providing clean water

The municipality provides bulk water services per a concession arrangement on behalf of 3 local municipalities (Saldanha, Swartland and Bergriver) as well as to 901 farmers. The municipality's bulk water needs are provided by the Department of Water Affairs and Forestry in the form of raw water.

The Department of Water Affairs conducts a bi-annual performance rating of water treatment works within this district, presenting a Blue Drop award for water treatment works that meet certain criteria of excellence.



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1.11 Overview of budget related-policies

The municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

1.11.1 Review of credit control and debt collection procedures/policies

The credit and debt collection Policy will be reviewed annually. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate.

The 2020/21 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 96.5 per cent on current billings.

1.11.2 Asset Management Policy

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in new infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the municipality's revenue base. Within the framework, the need for new assets was considered a priority and hence the capital programme was determined based on new asset construction.

The Asset Management Policy is therefore considered a strategic guide in ensuring a sustainable approach to new assets as well as asset renewal, repairs and maintenance. In addition, the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets). An amended policy will be considered by Council in May 2020 if applicable.

1.11.3 Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in September 2005. An amended policy will be considered by Council in May 2020 if applicable.

1.11.4 Cash Management and Investment Policy

The aim of the policy is to ensure that the municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduce time frames to achieve certain benchmarks.

1.11.5 Tariff Policies

The municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery.



All the above policies are available on the municipality's website, as well as other budget related policies:

1.12 Overview of budget assumptions

1.12.1 External factors

Due to the below inflation increase in the equitable share allocation the municipality has declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality's finances.

1.12.2 General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2020/21 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook;
- The impact of municipal cost drivers;
- The increase in prices for bulk water; and
- The increase in the cost of remuneration. Employee related costs comprise 48.08 per cent of total operating expenditure in the 2020/21 MTREF.

1.12.3 Credit rating outlook

Table 25 Credit rating outlook

Security class	Currency	Rating	Annual rating 2019/20	Previous Rating
Short term	Rand	A1	Des 2019	A1-
Long-term	Rand	A	Des 2019	A-
Outlook	Rand	Stable	Des 2019	Stable

1.12.4 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.

1.12.5 Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term.

The rate of revenue collection is currently expressed as a percentage (96.5 per cent) of annual billings. Cash flow is assumed to be 100 per cent of billing.



1.12.6 Salary increases

The assumption is that for 2020/21 an across the board increase of 7.5 per cent is allowed.

1.12.7 Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Firefighting services; and
- Fighting corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

1.12.8 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 per cent on the capital programme for the 2020/21 MTREF of which performance has been factored into the cash flow budget.

1.13 Overview of budget funding

1.13.1 Medium-term outlook: operating revenue

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

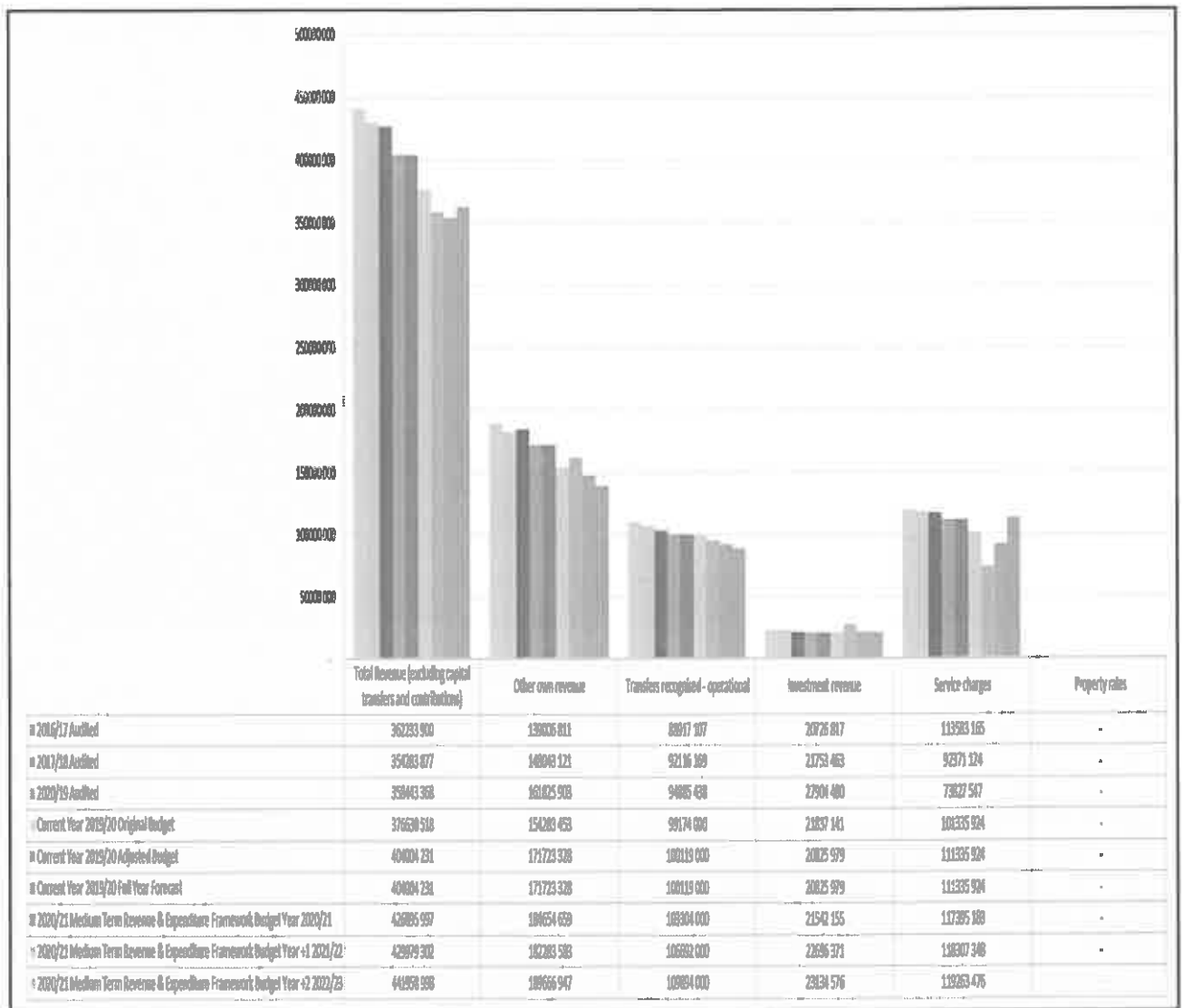
Table 26 Breakdown of the operating revenue over the medium-term

DC1 West Coast - Table A1 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	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<i>R thousands</i>										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	113 583	92 371	73 828	101 336	111 336	111 336	111 336	117 336	110 337	116 337
Municipal Income	20 727	21 753	27 904	21 837	20 826	20 826	20 826	21 547	22 598	23 525
Residual (excludes operations)	89 917	92 116	94 865	99 174	100 119	100 119	100 119	103 304	100 332	109 394
Other net revenue	139 007	148 043	161 826	154 283	171 723	171 723	171 723	184 655	182 284	185 907
Total Revenue (excluding capital transfers and contributions)	382 234	364 284	368 443	376 631	404 004	404 004	404 004	426 552	425 521	441 833



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Figure 5 Breakdown of operating revenue over the 2020/21 MTREF



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 municipality derives most of its operational revenue from bulk water services; agency services (roads), operating grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc.)

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

- Growth in the municipality and economic development;
- Revenue management and enhancement;
- Achievement of a 96.5 per cent annual collection rate for consumer revenue;
- National Treasury guidelines;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements.



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

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

Table 27 Proposed tariff increases over the medium-term

Revenue category	2020/21 proposed average tariff Increase	2021/22 proposed average tariff Increase	2022/23 proposed average tariff Increase	2020/21 additional revenue for each 1% tariff increase	2020/21 additional revenue owing to 2% tariff increases	2020/21 Total Budgeted revenue
	%	%	%	R'000	R'000	R'000
Water	6.46	6.77	7.10	1,174	2,348	117,395
Total				1,174	2,348	117,395

Services charges relating to bulk water constitutes the second biggest component of the revenue basket of the municipality totaling R117.3 million for the 2020/21 financial year and increases to R119.2 million by 2022/23.

Operational grants and subsidies amount to R103.3 million, R106.6 million and R109.8 million for each of the respective financial years of the MTREF, or 24.16, 24.78 and 24.87 per cent of operating revenue.

Investment revenue contributes marginally to the revenue base with a budget allocation of R21.5 million of the 2020/21 MTREF. It should be noted that all cash are classified under cash and cash equivalents.

Table 28 Sources of capital revenue over the MTREF

Vote 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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Funded by:											
National Government		--	--	1 980	--	--	--	--	--	--	--
Provincial Government		--	1 460	--	--	1 287	1 287	1 287	630	630	--
District Municipality		--	--	--	--	--	--	--	--	--	--
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		--	--	--	--	--	--	--	--	--	--
Transfers recognised - capital	4	--	1 480	1 980	--	1 287	1 287	1 287	630	630	--
Borrowing	6	--	--	--	--	--	--	--	--	--	--
Internally generated funds		10 852	8 858	7 480	9 427	12 131	12 131	12 131	8 888	9 613	5 861
Total Capital Funding	7	10 852	8 168	9 421	9 427	13 428	13 428	13 428	9 518	10 243	5 861

The above table is graphically represented as follows for the 2020/21 financial year.



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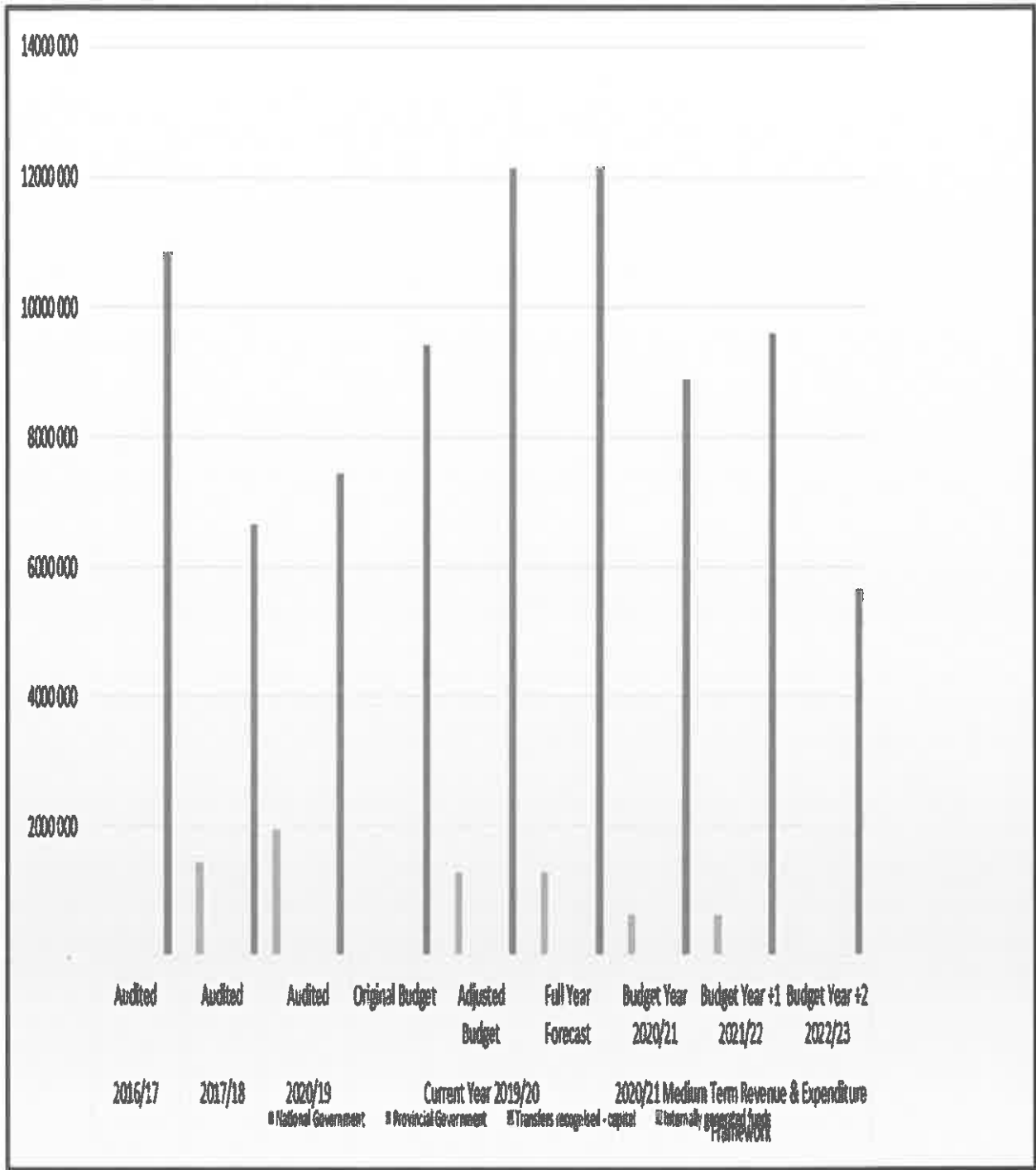


Figure 6 Sources of capital revenue for the 2020/21 financial year

Capital will be financed from grants and internally generated funds.

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 28 MAY 2020
 EXPENDITURE

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The following table is a detailed analysis of the municipality's borrowing liability.

Table 29 MBRR Table SA 17 - Detail of borrowings

DC1 West Coast - Supporting Table SA17 Borrowing										
Borrowing - Categorized by type	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	Budget Year +1 2021/22	Budget Year +2 2022/23
Parent municipality										
Annuity and Bullet Loans		57,246	40,884	27,610	12,882	12,882	12,882	8,382	4,500	1,500
Long-Term Loans (non-annuity)		-	-	-	-	-	-	-	-	-
Local registered stock		-	-	-	-	-	-	-	-	-
Instalment Credit		-	-	-	-	-	-	-	-	-
Financial Leases		-	-	-	-	-	-	-	-	-
PPP liabilities		-	-	-	-	-	-	-	-	-
Finance Granted By Cap Equipment Supplier		-	-	-	-	-	-	-	-	-
Marketable Bonds		-	-	-	-	-	-	-	-	-
Non-Marketable Bonds		-	-	-	-	-	-	-	-	-
Bankers Acceptances		-	-	-	-	-	-	-	-	-
Financial derivatives		-	-	-	-	-	-	-	-	-
Other Securities		-	-	-	-	-	-	-	-	-
Municipality sub-total	1	57,246	40,884	27,610	12,882	12,882	12,882	8,382	4,500	1,500
Entities										
Annuity and Bullet Loans		-	-	-	-	-	-	-	-	-
Long-Term Loans (non-annuity)		-	-	-	-	-	-	-	-	-
Local registered stock		-	-	-	-	-	-	-	-	-
Instalment Credit		-	-	-	-	-	-	-	-	-
Financial Leases		-	-	-	-	-	-	-	-	-
PPP liabilities		-	-	-	-	-	-	-	-	-
Finance Granted By Cap Equipment Supplier		-	-	-	-	-	-	-	-	-
Marketable Bonds		-	-	-	-	-	-	-	-	-
Non-Marketable Bonds		-	-	-	-	-	-	-	-	-
Bankers Acceptances		-	-	-	-	-	-	-	-	-
Financial derivatives		-	-	-	-	-	-	-	-	-
Other Securities		-	-	-	-	-	-	-	-	-
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	57,246	40,884	27,610	12,882	12,882	12,882	8,382	4,500	1,500



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The following graph illustrates the decrease in outstanding borrowing for the 2016/17 to 2022/23 period.

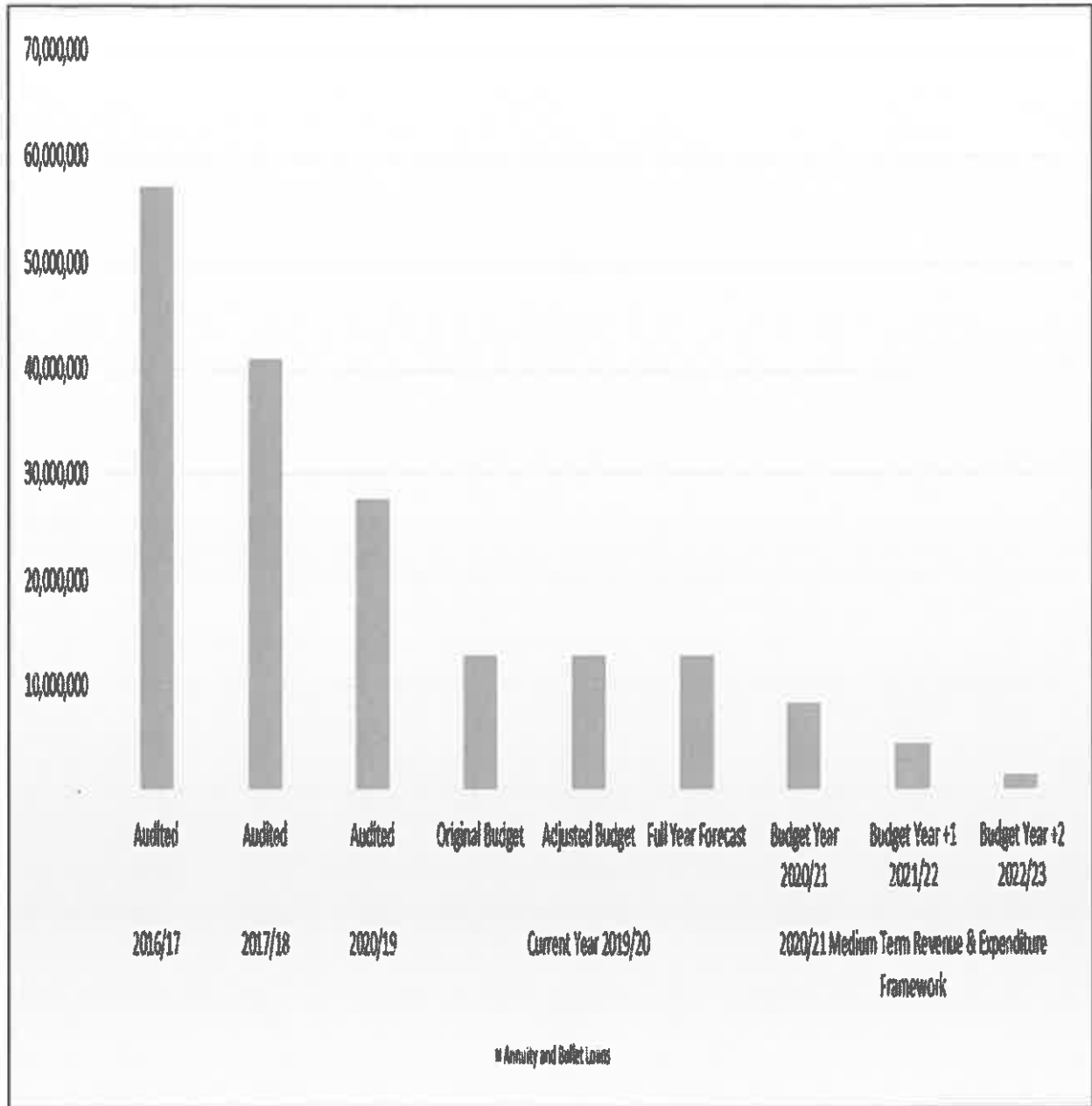


Figure 7 Growth In outstanding borrowing (long-term liabilities)

Due to the water concession arrangement all water services borrowings are paid by this municipality thereafter a debtor is raised and the funds fully recovered from the respective local municipalities.



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Table 30 MBRR Table SA 18 - Capital transfers and grants receipts

DC1 West Coast - Supporting Table SA18 Transfers and grant receipts										
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	Budget Year +1 2021/22	Budget Year +2 2022/23
RECEIPTS:										
Operating Transfers and Grants										
National Government:		88 638	89 329	92 693	97 414	94 733	94 733	100 676	103 483	108 853
Local Government Equitable Share		82 194	84 972	88 405	92 708	92 708	92 706	96 113	99 762	102 975
Finance Management		1 250	1 250	1 000	1 000	1 000	1 000	1 000	1 000	1 000
Municipal Systems Improvement		143	-	-	-	-	-	-	-	-
EPWP Incentive		1 036	1 100	1 047	1 027	1 027	1 027	1 184	-	-
Rural asset management system fresh water tanks		1 980	2 207	-	-	-	-	-	-	-
Rural asset management system		-	-	2 241	2 681	-	-	2 579	2 721	2 678
Provincial Government:		1 188	1 602	1 184	880	5 388	5 388	2 428	3 209	3 041
Finance Management Capacity Building		271	250	1 082	380	3 008	3 008	401	-	-
Finance Management Support		744	1 115	-	200	480	480	-	-	-
Greenest Municipality Competition		25	75	-	-	-	-	-	-	-
Safety Plan Implementation		-	-	-	-	1 900	1 900	1 470	1 883	2 435
Other transfers and grants [insert description]		128	162	102	-	-	-	-	-	-
Regional Skills Co-ordination (West Coast Business Development Forum)		-	-	-	-	-	-	500	524	549
Fire Services Capacity Building Grant		-	-	-	-	-	-	-	935	-
Community Development Worker Operational Support Grant		-	-	-	-	-	-	57	57	57
District Municipality: [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		1 091	985	1 008	1 100	-	-	-	-	-
Other		112	(25)	1 008	-	-	-	-	-	-
Working for water		979	1 010	-	1 100	-	-	-	-	-
Total Operating Transfers and Grants	5	88 917	92 116	94 885	99 174	100 119	100 119	103 304	106 692	108 894
Capital Transfers and Grants										
National Government:		-	-	-	-	1 297	1 297	-	-	-
Rural asset management system		-	-	-	-	1 297	1 297	-	-	-
Other capital transfers/grants [insert desc]		-	-	-	-	-	-	-	-	-
Provincial Government:		-	1 450	1 980	-	-	-	630	630	-
Fire Services Capacity Building Grant		-	1 450	1 483	-	-	-	-	-	-
Safety Plan Implementation		-	-	-	-	-	-	630	630	-
Finance Management Support		-	-	477	-	-	-	-	-	-
District Municipality: [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	1 450	1 980	-	1 297	1 297	630	630	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		88 917	93 566	96 865	99 174	101 416	101 416	103 934	107 322	108 894



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1.13.2 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 also improves understanding 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).

Table 31 MBRR Table A7 - Budget cash flow statement

DC1 West Coast - Table A7 Budgeted Cash Flows											
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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	-	-	-	-	-	-	-
Service charges		114 321	94 340	80 295	101 336	101 336	101 336	101 336	117 395	118 307	119 263
Other revenue		111 869	179 002	142 264	154 221	181 661	181 661	181 661	184 580	182 215	188 596
Transfers and Subsidies - Operational	1	88 917	92 118	94 128	96 483	100 119	100 119	100 119	103 304	108 632	108 864
Transfers and Subsidies - Capital	1	-	1 450	2 718	2 681	1 297	1 297	1 297	630	630	-
Interest		20 727	21 753	27 904	21 689	20 626	20 626	20 626	21 542	22 686	23 135
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(294 686)	(321 189)	(282 308)	(358 643)	(387 216)	(387 216)	(387 216)	(407 960)	(415 774)	(435 023)
Finance charges		(7 276)	(5 474)	(3 863)	(173)	(3 381)	(3 381)	(3 381)	(92)	(88)	(102)
Transfers and Grants	1	-	(1 587)	(2 234)	(1 200)	(4 722)	(4 722)	(4 722)	(1 354)	(575)	(1 003)
NET CASH FROM/USED IN OPERATING ACTIVITIES		33 671	68 422	99 104	15 815	9 906	9 906	9 906	18 022	13 690	5 761
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		176	61	201	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	14 271	14 271	14 271	14 271	8 382	4 500	1 500
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(10 630)	(8 386)	(5 421)	(9 427)	(3 428)	(13 428)	(13 428)	(9 511)	(10 293)	(5 661)
NET CASH FROM/USED IN INVESTING ACTIVITIES		(10 630)	(8 325)	(5 220)	4 644	843	843	843	(1 129)	(5 793)	(4 161)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		(15 492)	(17 011)	(13 893)	(4 271)	(4 271)	(14 271)	(14 271)	(8 382)	(4 500)	(1 500)
NET CASH FROM/USED IN FINANCING ACTIVITIES		(15 492)	(17 011)	(13 893)	(4 271)	(4 271)	(14 271)	(14 271)	(8 382)	(4 500)	(1 500)
NET INCREASE/ (DECREASE) IN CASH HELD		7 549	38 374	36 805	6 188	(3 522)	(3 522)	(3 522)	8 604	3 447	108
Cash/cash equivalents at the year begin:	2	228 915	234 434	289 808	282 284	303 891	303 891	303 891	303 081	311 384	315 041
Cash/cash equivalents at the year end:	2	234 434	289 808	306 613	282 284	303 891	303 891	303 891	311 384	315 041	315 141

The above table shows that cash and cash equivalents of the municipality equals a positive cash balance of R234.4 million in 2016/17 to R315.1 million in 2022/23.



1.13.3 Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 64 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

- What are the predicted cash and investments that are available at the end of the budget year?
- How are those funds used?
- What is the net funds available or funding shortfall?

A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall (applications > cash and investments) is indicative of non-compliance with section 18 of the MFMA requirement that the municipality's budget must be 'funded'. Non-compliance with section 18 is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded (budgeted spending is greater than funds available or to be collected).

Table 32 MBRR Table A8 - Cash backed reserves/accumulated surplus reconciliation

DC1 West Coast - Table A8 Cash backed reserves/accumulated surplus reconciliation											
Description	Ref	2018/17	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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash and Investments available											
Cash/cash equivalents at the year end	1	234 434	269 808	306 613	262 294	303 091	303 091	303 091	311 594	315 041	315 141
Other current investments > 90 days		-	(0)	-	-	-	-	-	-	-	-
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and Investments available:		234 434	269 808	306 613	262 294	303 091	303 091	303 091	311 594	315 041	315 141
Application of cash and Investments											
Unspent conditional transfers		1 713	1 419	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	(31 523)	(56 847)	(49 246)	(23 023)	(13 345)	(13 648)	(13 646)	(17 457)	639	18 468
Other provisions		78 483	103 536	101 929	79 745	79 745	79 745	79 745	79 745	79 745	79 745
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and Investments:		48 672	48 108	52 683	58 722	66 099	66 099	66 099	62 288	80 364	98 294
Surplus(shortfall)		185 762	221 700	253 929	203 571	236 992	236 992	236 992	249 306	234 677	216 847

From the above table it can be seen that the cash available total R249.3 million in the 2020/21 financial year and decreases to R216.9 million by 2022/23. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) are automatically assumed to be an obligation as the municipality has received government transfers in advance of meeting the conditions. Ordinarily, unless there are special circumstances, the municipality is obligated to return unspent conditional grant funds to the national revenue fund at the end of the financial year. In the past these have been allowed to 'roll-over' and be spent in the ordinary course of business, but this practice has been discontinued.



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- There is no unspent borrowing from the previous financial years. In terms of the municipality's Borrowing and Investments Policy, borrowings are only drawn down once the expenditure has been incurred against the particular project. Unspent borrowing is ring-fenced and reconciled on a monthly basis to ensure no unnecessary liabilities are incurred.
- Against other provisions an amount R79.7 million has been provided for the 2020/21 MTREF. This liability is informed by, amongst others, the supplementary post-retirement medical liability. The actuarial valuations are done at each reporting date

It can be concluded that the municipality has a surplus against the cash backed and accumulated surpluses reconciliation. The 2020/21 MTREF has been informed by ensuring the financial plan meets the minimum requirements of the MFMA.

The following graph supplies an analysis of the activities relating cash and cash equivalent over a seven-year perspective.

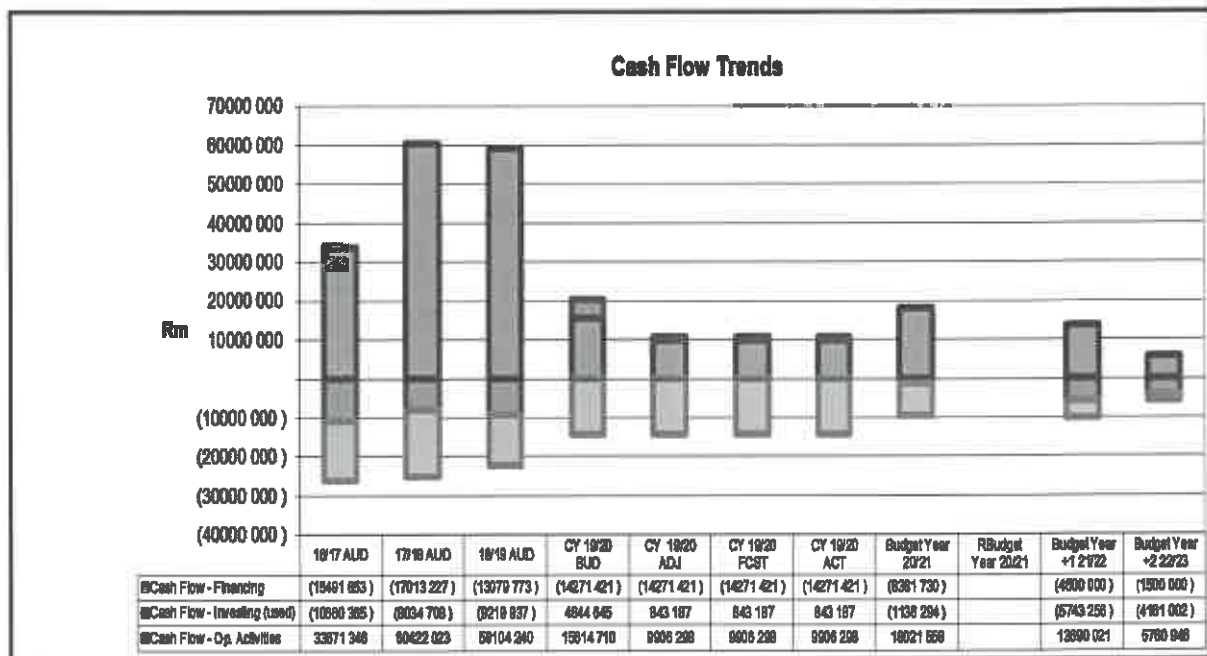


Figure 8 Cash and cash equivalents activities

1.13.4 Funding compliance measurement

National Treasury requires that the municipality assess 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. All the information comes directly from the annual budgeted statements of financial performance, financial position and cash flows. The funding



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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 33 MBRR SA10 – Funding compliance measurement

DC1 West Coast Supporting Table SA10 Funding measurement												
Description	MFMA section	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	Pre-audit outcome	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	1	234 434	269 808	306 613	262 294	303 091	303 091	303 091	311 594	315 041	315 141
Cash + investments at the yr end less applications - R'000	18(1)b	2	185 762	221 700	253 929	215 571	236 992	236 992	236 992	249 306	234 657	216 937
Cash year end/monthly employeesupplier payments	18(1)b	3	13,2	14,8	15,3	11,3	12,2	12,2	12,2	11,8	11,3	10,6
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	48 781	30 727	17 224	591	(7 268)	(7 268)	(7 268)	(5 038)	(10 257)	(18 791)
Service charge rev % change - macro CPIK target exclusive	18(1)a(2)	5	N.A.	(24,7%)	(26,1%)	31,3%	3,9%	(6,0%)	(6,0%)	(0,6%)	(5,2%)	(5,2%)
Cash receipts % of Ratepayer & Other revenue	18(1)a(2)	6	89,5%	113,7%	94,4%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Debt impairment expense as a % of total billable revenue	18(1)a(2)	7	0,0%	0,2%	0,3%	0,9%	0,7%	0,7%	0,7%	0,7%	0,7%	0,7%
Capital payments % of capital expenditure	18(1)c;19	8	99,9%	99,9%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grants % of Govt legislated/gazetted allocations	18(1)a	10								0,0%	0,0%	0,0%
Current consumer debtors % change - inc/(decr)	18(1)a	11	N.A.	(17,5%)	78,2%	(63,9%)	0,0%	0,0%	0,0%	(32,9%)	0,7%	0,7%
Long term receivables % change - inc/(decr)	18(1)a	12	N.A.	166,7%	(42,7%)	(34,5%)	0,0%	0,0%	0,0%	43,3%	(14,0%)	(12,6%)
R&M % of Property Plant & Equipment	20(1)(v)	13	16,5%	11,2%	12,3%	13,6%	19,6%	19,6%	14,1%	13,4%	13,9%	15,2%
Asset renewal % of capital budget	20(1)(v)	14	0,0%	29,9%	0,0%	8,1%	5,1%	5,1%	0,0%	1,9%	1,8%	0,0%

1.13.4.1 Cash/cash equivalent position

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

The forecasted cash and cash equivalents for the 2020/21 MTREF shows R311 million, R315 million and R315 million for each respective financial year.



1.13.4.2 Cash less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table 16, on page 31. 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.

1.13.4.3 Monthly average payments covered by cash or cash equivalents

The purpose of this measure is to understand the level of financial risk should the municipality be under stress from a collection and cash in-flow perspective. Regardless of the annual cash position an evaluation should be made of the ability of the municipality to meet monthly payments as and when they fall due. Notably, the ratio is steady.

1.13.4.4 Surplus/deficit

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. For the 2020/21 MTREF the indicative outcome is a deficit of R5.0 million.

It needs to be noted that a surplus does not necessarily mean that the budget is funded from a cash flow perspective and the first two measures in the table are therefore critical.

1.13.4.5 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 analyze the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 100 per cent for each of the respective financial years. Given that the assumed collection rate was based on a 96.5 per cent performance target, the cash flow statement has been conservatively determined. Should performance with the mid-year review and adjustments, be positive in relation to actual collections of billed revenue, the adjustments budget will be amended accordingly.

1.13.4.6 Debt impairment expense as a percentage of billable revenue

This factor measures whether the provision for debt impairment is being adequately funded and is based on the underlying assumption that the provision for debt impairment has to be increased to offset under-collection of billed revenues. Considering the municipality is the operator in a concession arrangement of bulk water supplier to local municipalities this ratio is 0.0%.



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1.13.4.7 Capital payments percentage of capital expenditure

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position. The municipality aims to keep this as low as possible through strict compliance with the legislative requirement that debtors be paid within 30 days.

1.13.4.8 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. It can be seen that borrowing equates to 0 per cent of own funded capital.

1.13.4.9 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 per cent could indicate that not all grants as contained in the Division of Revenue Act (DORA) have been budgeted for. The municipality has budgeted for all transfers.

1.13.4.10 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 2 measures shown for this factor; the change in current debtors and the change in long term receivables, both from the Budgeted Financial Position.

1.13.4.11 Repairs and maintenance expenditure level to PPE

This measure for 2020/21 is 13.4% and increases to 15.2% in 2022/23. Details of the municipality's strategy pertaining to asset management and repairs and maintenance are contained in Table 49 MBRR SA34c on page 80.



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1.14 Expenditure on grants and reconciliations of unspent funds

Table 34 MBRR SA19 - Expenditure on transfers and grant programs

DC1 West Coast - Supporting Table SA19 Expenditure on transfers and grant programs										
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	Budget Year +1 2021/22	Budget Year +2 2022/23
EXPENDITURE:										
Operating expenditure of Transfers and Grants										
National Government:		88 858	89 529	92 893	97 414	94 733	94 733	100 876	103 483	108 853
Local Government Equitable Share		82 194	84 972	88 405	92 706	92 706	92 706	96 113	99 782	102 976
Finance Management		1 250	1 250	1 000	1 000	1 000	1 000	1 000	1 000	1 000
Municipal Systems Improvement		143	-	-	-	-	-	-	-	-
EPWP Incentive		1 038	1 100	1 047	1 027	1 027	1 027	1 184	-	-
Rural asset management system		1 880	2 207	-	-	-	-	-	-	-
fresh water tanks		55	-	-	-	-	-	-	-	-
Rural asset management system		-	-	2 241	2 881	-	-	2 579	2 721	2 878
Provincial Government:		1 188	1 602	1 184	880	8 386	8 386	2 428	3 209	3 941
Finance Management Capacity Building		271	250	1 082	380	3 008	3 008	401	-	-
Finance Management Support		744	1 115	-	280	480	480	-	-	-
Greenest Municipality Competition		25	75	-	-	-	-	-	-	-
Safety Plan Implementation		-	-	-	-	1 900	1 900	1 470	1 683	2 436
Other transfers and grants (insert description)		128	162	102	-	-	-	-	-	-
Regional Skills Co-ordination (West Coast Business Development Forum)		-	-	-	-	-	-	500	524	548
Fire Services Capacity Building Grant		-	-	-	-	-	-	-	995	-
Community Development Worker Operational Support Grant		-	-	-	-	-	-	57	57	57
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		1 881	985	1 008	1 100	-	-	-	-	-
Other		112	121	1 008	-	-	-	-	-	-
Working for water		979	1 010	-	1 100	-	-	-	-	-
Total operating expenditure of Transfers and Grants:		88 917	92 116	94 885	98 174	100 119	100 119	103 304	106 692	109 804
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	-	1 287	1 287	-	-	-
Rural asset management system		-	-	-	-	1 287	1 287	-	-	-
Other capital transfers/grants (insert desc)		-	-	-	-	-	-	-	-	-
Provincial Government:		-	1 450	1 483	-	-	-	630	630	-
Fire Services Capacity Building Grant		-	1 450	1 483	-	-	-	-	-	-
Safety Plan Implementation		-	-	-	-	-	-	630	630	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		-	1 450	1 483	-	1 287	1 287	630	630	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		88 917	93 566	96 368	98 174	101 416	101 416	103 934	107 322	109 804



Table 35 MBRR SA 20 - Reconciliation between of transfers, grant receipts and unspent funds

DC1 West Coast - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds										
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	Budget Year +1 2021/22	Budget Year +2 2022/23
Operating transfers and grants:										
National Government:										
Balance unspent at beginning of the year	1,3	-	-	-	-	-	-	-	-	-
Current year receipts		86 658	89 529	92 683	97 414	94 733	94 733	100 576	103 483	106 653
Conditions met - transferred to revenue		86 658	89 529	92 683	97 414	94 733	94 733	100 576	103 483	106 653
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		1 168	1 802	1 184	680	5 366	5 366	2 428	3 209	3 041
Conditions met - transferred to revenue		1 168	1 802	1 184	680	5 366	5 366	2 428	3 209	3 041
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
District Municipality:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Other grant providers:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		1 091	985	1 008	1 100	-	-	-	-	-
Conditions met - transferred to revenue		1 091	985	1 008	1 100	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Total operating transfers and grants revenue		88 917	92 116	94 885	99 174	100 119	100 119	103 304	106 692	109 694
Total operating transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
Capital transfers and grants:										
National Government:										
Balance unspent at beginning of the year	1,3	-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	1 297	1 297	-	-	-
Conditions met - transferred to revenue		-	-	-	-	1 297	1 297	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	1 450	1 960	-	-	-	630	630	-
Conditions met - transferred to revenue		-	1 450	1 960	-	-	-	630	630	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
District Municipality:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Other grant providers:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Total capital transfers and grants revenue		-	1 450	1 960	-	1 297	1 297	630	630	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		88 917	93 566	96 845	99 174	101 416	101 416	103 934	107 322	109 694
TOTAL TRANSFERS AND GRANTS - CTBM		-	-	-	-	-	-	-	-	-

WEST COAST DISTRICT MUNICIPALITY
 28 MAY 2020⁶⁶
 EXPENDITURE
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1.15 Councillor and employee benefits

Table 36 MBRR SA22 - Summary of councillor and staff benefits

DC1 West Coast - Supporting Table SA22 Summary councillor and staff benefits									
Summary of Employee and Councillor remuneration 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	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)									
Basic Salaries and Wages	4 223	4 467	4 622	5 124	5 124	5 124	5 444	5 771	6 146
Pension and UF Contributions	224	240	219	270	270	270	267	304	324
Medical Aid Contributions	107	121	98	141	141	141	150	169	169
Motor Vehicle Allowance	611	681	622	780	780	780	829	879	936
Cellphone Allowance	283	434	378	444	444	444	444	444	473
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	-	-	-	-	-	-	-	-	-
Sub Total - Councillors	5 447	5 942	6 140	6 780	6 780	6 780	7 155	7 857	8 048
% Increase		9,1%	3,3%	10,1%	-	-	5,8%	5,8%	6,9%
Senior Managers of the Municipality									
Basic Salaries and Wages	4 775	3 964	4 492	5 116	5 116	5 116	5 876	6 246	6 636
Pension and UF Contributions	349	255	172	200	200	200	238	253	268
Medical Aid Contributions	137	101	87	68	68	68	98	106	112
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	180	315	533	307	907	907	987	1 048	1 115
Motor Vehicle Allowance	612	384	432	482	482	482	459	486	518
Cellphone Allowance	81	72	81	92	92	92	86	91	97
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	210	0	0	0	0	0	0	1	1
Payments in lieu of leave	-	-	-	-	-	-	-	-	-
Long service awards	42	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	-	-	-	419	419	419	-	-	-
Sub Total - Senior Managers of Municipality	6 368	5 097	5 797	7 284	7 284	7 284	7 748	8 232	8 747
% Increase		(20,0%)	13,7%	25,7%	-	-	6,4%	6,2%	6,3%
Other Municipal Staff									
Basic Salaries and Wages	84 053	92 326	97 517	114 474	114 780	114 780	116 986	126 484	136 331
Pension and UF Contributions	15 267	16 756	17 717	20 313	20 314	20 314	21 585	23 278	25 077
Medical Aid Contributions	6 557	7 174	7 604	8 132	8 132	8 132	9 857	10 849	11 927
Overtime	8 774	8 007	8 759	13 131	12 431	12 431	14 032	15 969	16 939
Performance Bonus	6 908	7 688	8 483	9 409	-	-	-	-	-
Motor Vehicle Allowance	6 617	7 268	7 861	4 622	4 646	4 646	4 814	5 193	5 580
Cellphone Allowance	785	688	723	711	711	711	749	749	749
Housing Allowances	1 245	1 334	1 280	1 360	1 360	1 360	1 484	1 577	1 676
Other benefits and allowances	9 861	8 997	8 918	7 860	17 267	17 267	18 462	19 715	21 133
Payments in lieu of leave	835	1 171	1 779	1 465	1 465	1 465	1 939	1 969	2 202
Long service awards	1 322	1 254	1 548	1 677	1 677	1 677	2 113	2 260	2 199
Post-retirement benefit obligations	6 986	6 881	8 300	3 356	3 356	3 356	8 337	8 728	9 139
Sub Total - Other Municipal Staff	149 208	159 694	170 329	188 511	188 140	188 140	200 388	216 772	232 981
% Increase		7,0%	6,7%	9,9%	(0,2%)	-	7,7%	8,2%	7,9%
Total Parent Municipality	181 025	170 733	182 288	200 555	200 185	200 185	215 291	232 981	249 758
		6,0%	6,8%	10,0%	(0,2%)	-	7,9%	8,0%	7,4%



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Table 38 MBRR SA24 – Summary of personnel numbers

DC1 West Coast - Supporting Table SA24 Summary of personnel numbers											
Summary of Personnel Numbers	Ref	2018/19			Current Year 2019/20			Budget Year 2020/21			
		Number	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)			25	10	15	25	10	15	25	10	15
Board Members of municipal entities	4		-	-	-	-	-	-	-	-	-
Municipal employees	5		-	-	-	-	-	-	-	-	-
Municipal Manager and Senior Managers	3		4	-	4	3	1	4	3	1	
Other Managers	7		17	17	-	17	17	-	17	17	-
Professionals			282	179	83	209	161	48	209	161	48
Finance			26	24	2	32	27	5	32	27	5
Spatial/town planning			1	1	-	1	1	-	1	1	-
Information Technology			2	2	-	2	2	-	2	2	-
Roads			-	-	-	-	-	-	-	-	-
Electricity			-	-	-	-	-	-	-	-	-
Water			-	-	-	-	-	-	-	-	-
Sanitation			-	-	-	-	-	-	-	-	-
Refuse			-	-	-	-	-	-	-	-	-
Other			233	152	81	174	131	43	174	131	43
Technicians			337	286	51	335	305	30	335	305	30
Finance			-	-	-	-	-	-	-	-	-
Spatial/town planning			-	-	-	-	-	-	-	-	-
Information Technology			-	-	-	-	-	-	-	-	-
Roads			243	198	45	219	204	15	219	204	15
Electricity			-	-	-	-	-	-	-	-	-
Water			94	88	6	116	101	15	116	101	15
Sanitation			-	-	-	-	-	-	-	-	-
Refuse			-	-	-	-	-	-	-	-	-
Other			-	-	-	-	-	-	-	-	-
Clerks (Clerical and administrative)			-	-	-	-	-	-	-	-	-
Service and sales workers			-	-	-	-	-	-	-	-	-
Skilled agricultural and fishery workers			-	-	-	-	-	-	-	-	-
Craft and related trades			-	-	-	-	-	-	-	-	-
Plant and Machine Operators			27	27	-	27	27	-	27	27	-
Elementary Occupations			-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL NUMBERS	9		672	619	153	617	523	94	617	523	94
% increase						(5.2%)	0.8%	(38.8%)			
Total municipal employee headcount	8, 10		-	-	-	-	-	-	-	-	-
Finance personnel headcount	8, 10		30	28	2	32	27	5	32	27	5
Human Resources personnel headcount	8, 10		5	5	-	5	5	-	5	5	-

WEST COAST DISTRICT MUNICIPALITY
 MUNISIPALITEIT • OORWES-STAAT

28 MAY 2020 69

EXPENDITURE

A

Table 40 MBRR SA26 - Budgeted monthly revenue and expenditure (municipal vote)

R thousand	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	440	197	178	192	202	465	211	243	402	106	135	397	3 168	3 010	3 154
	Vote 1 - EXECUTIVE AND COUNCIL	17 618	7 970	7 113	7 688	8 095	19 216	8 428	9 715	16 102	4 226	5 403	15 867	128 342	126 741	130 921
	Vote 2 - FINANCE	3 280	1 465	1 324	1 431	1 507	3 391	1 589	1 805	2 998	767	1 006	2 854	23 621	26 084	26 811
	Vote 3 - ADMINISTRATION	17 078	7 629	6 885	7 462	7 947	17 658	8 170	9 417	15 608	4 086	5 238	15 382	122 473	123 652	124 886
	Vote 4 - TECHNICAL	21 200	9 471	8 580	9 261	9 741	21 920	10 142	11 600	19 377	5 085	6 502	19 084	152 033	149 122	156 177
	Vote 5 - AGENCIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Revenue by Vote	59 616	26 633	24 670	26 014	27 391	61 641	28 521	32 674	54 469	14 259	18 264	53 684	427 526	430 609	441 869
	Expenditure by Vote to be appropriated															
	Vote 1 - EXECUTIVE AND COUNCIL	2 589	2 310	2 346	2 581	3 151	2 703	2 241	1 959	2 782	3 058	2 684	4 903	33 305	33 862	36 705
	Vote 2 - FINANCE	2 752	2 459	2 485	2 744	3 351	2 874	2 363	2 082	2 968	3 249	2 854	5 213	35 411	37 927	39 808
	Vote 3 - ADMINISTRATION	6 688	5 949	5 043	6 647	8 117	6 863	5 773	5 046	7 167	7 871	6 913	12 629	85 783	92 063	98 391
	Vote 4 - TECHNICAL	9 796	8 740	8 878	9 766	11 925	10 230	8 491	7 411	10 529	11 595	10 156	18 554	126 032	127 923	129 671
	Vote 5 - AGENCIES	11 817	10 543	10 710	11 781	14 386	12 340	10 231	8 940	12 701	13 981	12 282	22 382	162 033	149 122	156 176
	Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Expenditure by Vote	33 622	29 998	30 672	33 518	40 990	35 110	29 109	25 437	36 138	39 682	34 658	63 600	482 955	449 867	460 750
	Surplus (Deficit) before assn.	25 994	(3 365)	(6 002)	(7 504)	(13 514)	26 531	(9 588)	7 237	18 331	(25 423)	(16 394)	(9 917)	(5 029)	(10 257)	(18 791)
	Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Asignable to municipal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Share of municipal inter-municipal associations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus (Deficit)	1	(3 365)	(6 002)	(7 504)	(13 514)	26 531	(9 588)	7 237	18 331	(25 423)	(16 394)	(9 917)	(5 029)	(10 257)	(18 791)



Table 42 MBRR SA28 - Budgeted monthly capital expenditure (municipal vote)

R thousand	Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
			July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
1	Multi-year expenditure to be appropriated		13	22	36	34	19	46	18	29	37	31	24	126	433	340	-
	Vote 1 - EXECUTIVE AND COUNCIL		41	68	116	108	60	146	58	91	117	89	76	404	1 386	281	86
	Vote 2 - FINANCE		100	171	288	286	148	361	145	226	289	245	189	997	3 424	6 480	3 180
	Vote 3 - ADMINISTRATION		83	141	237	219	122	287	119	186	238	202	155	821	2 620	1 960	2 035
	Vote 4 - TECHNICAL		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 5 - AGENCIES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Capital multi-year expenditure sub-total		228	483	677	627	348	850	348	531	680	578	444	2 349	8 063	8 061	5 261
	Single-year expenditure to be appropriated		9	15	25	23	13	31	13	20	25	21	16	86	287	200	-
	Vote 1 - EXECUTIVE AND COUNCIL		4	7	12	11	6	15	6	9	12	10	6	40	139	219	180
	Vote 2 - FINANCE		25	43	73	68	38	92	37	57	73	62	48	253	870	1 593	175
	Vote 3 - ADMINISTRATION		4	7	13	12	6	16	6	10	13	11	8	44	150	170	35
	Vote 4 - TECHNICAL		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 5 - AGENCIES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Capital single-year expenditure sub-total		43	73	122	113	63	153	61	96	123	104	89	424	1 455	2 183	460
2	Total Capital Expenditure		279	475	800	740	411	1 003	409	627	803	682	534	2 773	9 518	10 243	5 861

2 8 MAY 2020

WEST COAST DISTRICT MUNICIPALITY

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1.16 Final budgets and SDBIPs – internal departments

1.16.1 Water Services Department – Vote 4

The department is primarily responsible for the distribution of bulk water, which includes the purification of raw water, maintenance of the reticulation network and implementation of the departmental capital programme. The deficit will be recovered from the provision made in the Statement of Financial Position - A6 on page 29.

Table 45 Water Services Department – total operating revenue, total expenditure and total capital expenditure

Vote Description R thousand	2020/21 Medium Term Revenue & Expenditure Framework		
	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote			
Vote 4 - HOUSING	2 018 453	2 124 373	2 235 589
Vote 4 - WATER SERVICES	116 340 442	117 194 869	118 090 373
Total Revenue by Vote	118 358 895	119 319 242	120 325 962
Expenditure by Vote to be appropriated			
Vote 4 - HOUSING	1 512 190	1 625 626	1 746 618
Vote 4 - WATER SERVICES	115 872 512	117 129 389	118 272 964
Vote 4 - WATER SERVICES - CAPITAL	2 970 000	2 130 000	2 070 000
Total Expenditure by Vote	120 354 702	120 885 015	122 089 582
Surplus/(Deficit) for the year	-1 995 807	-1 565 773	-1 763 620

Table 46 Technical Services Department – Performance objectives and indicators.

DC1 West Coast - Supporting Table SA7 Measurable performance objectives										
Description	Unit of measurement	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	Budget Year +1 2021/22	Budget Year +2 2022/23
Create temporary job opportunities with man days paid through projects by 30 June	Number of man days paid	1200	1200	1200	1200	1200	1200	3000	3000	3000
Limit leakage to water loss to less than 12 months to meet the objectives of the Water Purification System of the Water Board (Function of the Water Board)	% of water loss to meet the objectives of the Water Purification System of the Water Board	7.8%	10.2%	4.8%	5.1%	5.0%	5.0%	5.0%	5.0%	5.0%
The percentage of the departmental capital budget actually spent on capital projects by 30 June 2021 (Actual (including commitments) amount spent on projects / Total amount budgeted for capital projects) x 100	% of capital budget spent	99%	99%	99%	99%	99%	99%	99%	99%	99%
Comply 100% with water quality guidelines as per SANS 2011 and other applicable guidelines for water quality management	% compliance with the water quality guidelines	100%	100%	100%	100%	100%	100%	100%	100%	100%

The top management structure consists of the Director, senior manager and 1 professional engineer. Table 46 provides the main measurable performance objectives the municipality undertakes to achieve the 2020/21 financial year.



The departmental strategy is ensuring the economic value and useful life of the water reticulation network and infrastructure is maintained.

The departmental revenue base is primarily informed by the sale of water of which budget appropriation for the 2020/21 financial year is R118.3 million and increases to R120.3 million by 2022/23 and has been informed by a collection rate of 96.5 per cent.

The reduction of distribution losses is considered a priority and hence the departmental objectives and targets. Past performance has been steady with a total distribution loss of 4.05 per cent in 2018/19.

1.17 Contracts having future budgetary implications

In terms of the municipality's Supply Chain Management Policy, no construction contracts are awarded beyond the medium-term revenue and expenditure framework (three years). In ensuring adherence to this contractual time frame limitation, all reports submitted to either the Bid Evaluation and Adjudication Committees must obtain formal financial comments from the Financial Management Division of the Treasury Department.

1.18 Capital expenditure details

The following five tables' present details of the municipality's capital expenditure program, firstly on new assets, renewal of existing assets, repair and maintenance of assets, depreciation of assets then on the upgrading of existing assets.



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Table 48 MBRR SA34b - Capital expenditure on the renewal of existing assets by asset

Description	Ref	2019/20			2020/21			2020/21 Medium Term Revenue & Expenditure Framework	
		Approved	Actual	Approved	Actual	Full Year	Year 1	Year 2	
Infrastructure									
Water									
Wastewater									
Electricity									
Gas									
Telecommunications									
Transport									
Other									
Buildings									
Water									
Wastewater									
Electricity									
Gas									
Telecommunications									
Transport									
Other									
Information Systems									
Water									
Wastewater									
Electricity									
Gas									
Telecommunications									
Transport									
Other									
Other Assets									
Water									
Wastewater									
Electricity									
Gas									
Telecommunications									
Transport									
Other									



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Table 49 MBRR SA34c - Repairs and maintenance expenditure by asset class

Description	Ref	2019/20			Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited	Audited	Est. 2019/20	Original	Revised	2020/21	2021/22	2022/23	
Buildings	1	1 870	1 870	1 458	1 775	1 821	1 821	1 821	1 821	
Road Infrastructure					311	111	311	476	476	
Roads					311	111	311	476	476	
Road Structures										
Road Formations										
Capital Spares										
Storm water Infrastructure										
Overhead Collection										
Storm water Conveyance										
Appurtenances										
Sewerage Infrastructure										
Pumps Plants										
P/W Substations										
P/W Pumping Station										
P/W Pumping Stations										
P/W Substations										
L.V. Networks										
Capital Spares										
Water Supply Infrastructure		1 000	1 000	1 400		4 000	4 000	4 000	4 000	
Dams and Weirs										
Pipelines										
Pumps Plants										
Water Treatment Works										
Bore Holes		1 000	1 000	1 400		4 000	4 000	4 000	4 000	
Eggs/boilers										
Distribution Schemes										
P/W Stations							654	654	654	
Capital Spares										
Reservoir Infrastructure										
Pumps Plants										
Pipelines										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
Pumps										
Pipelines										
Capital Spares										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
Pumps										
Pipelines										
Capital Spares										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
Pumps										
Pipelines										
Capital Spares										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
Pumps										
Pipelines										
Capital Spares										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
Pumps										
Pipelines										
Capital Spares										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
Pumps										
Pipelines										
Capital Spares										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
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Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
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Pipelines										
Capital Spares										
Water Treatment Works										
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Water Facilities										
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Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										
Sewerage Infrastructure										
Pumps Plants										
Pumps										
Pipelines										
Capital Spares										
Water Treatment Works										
Outfall Systems										
Water Facilities										
Capital Spares										
Road Infrastructure										
Roads										
Road Structures										
Road Formations										
Storm water Conveyance										
Appurtenances										
P/W Substations										
L.V. Networks										
Capital Spares										

Table 52 MBRR SA35 - Future financial Implications of the capital budget

DC1 West Coast - Supporting Table SA35 Future financial implications of the capital budget							
Vote Description	Ref	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
R thousand							
Capital expenditure	1						
Vote 1 - EXECUTIVE AND COUNCIL		730	630	-	-	-	-
Vote 2 - FINANCE		1 525	500	256	-	-	-
Vote 3 - ADMINISTRATION		4 294	6 983	3 335	-	-	-
Vote 4 - TECHNICAL		2 970	2 130	2 070	-	-	-
Vote 5 - AGENCIES		-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-
<i>List entity summary if applicable</i>							
Total Capital Expenditure		9 518	10 243	5 661			
Future operational costs by vote	2						
Vote 1 - EXECUTIVE AND COUNCIL		-	-	-	-	-	-
Vote 2 - FINANCE		-	-	-	-	-	-
Vote 3 - ADMINISTRATION		-	-	-	-	-	-
Vote 4 - TECHNICAL		-	-	-	-	-	-
Vote 5 - AGENCIES		-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-
<i>List entity summary if applicable</i>							
Total future operational costs							
Future revenue by source	3						
Property rates		-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-
Rental of facilities and equipment		-	-	-	-	-	-
<i>List other revenues sources if applicable</i>							
<i>List entity summary if applicable</i>							
Total future revenue							
Net Financial Implications		9 518	10 243	5 661			



1.19 Legislation compliance status

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

1. In year reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) includes monthly published financial performance.

2. Internship programme

The municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Financial Services Department, Supply Chain Management, and Internal Audit.

3. Budget and Treasury Office

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

4. Audit Committee

An Audit Committee has been established and is fully functional.

5. Service Delivery and Implementation Plan

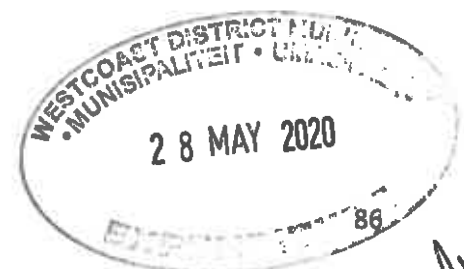
The detail SDBIP document is directly aligned and informed by the 2020/21 MTREF.

6. Annual Report

Annual report is compiled in terms of the MFMA and National Treasury requirements.

7. MFMP Training

The MFMP training is provided in line with the minimum competency levels prescribed in legislation.



1.20 Other supporting documents

Table 55 MBRR Table SA1 - Supporting detail to budgeted financial performance

DC1 West Coast - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'											
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	Pre-audited outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
REVENUE ITEMS:											
Property rates											
Total Property Rates	6										
<i>less Revenue Foregone (exemptions, reductions and rebates and responsible entities in excess of section 17 of MPRA)</i>											
Net Property Rates											
Service charges - electricity revenue											
Total Service charges - electricity revenue	6	676	747	922	901	901	901	901	946	991	1 142
<i>less Revenue Foregone (in excess of 50 kwh per indigent household per month)</i>					36	36	36	36	36	40	42
<i>less Cost of Free Basic Services (50 kwh per indigent household per month)</i>											
Net Service charges - electricity revenue		676	747	922	865	865	865	865	900	951	1 099
Service charges - water revenue											
Total Service charges - water revenue	6	112 736	91 482	72 746	100 316	110 316	110 316	110 316	110 327	117 188	118 885
<i>less Revenue Foregone (in excess of 6 litres per indigent household per month)</i>					4	4	4	4	4	5	5
<i>less Cost of Free Basic Services (6 litres per indigent household per month)</i>											
Net Service charges - water revenue		112 736	91 482	72 746	100 314	110 314	110 314	110 314	110 323	117 181	118 880
Service charges - sanitation revenue											
Total Service charges - sanitation revenue	6	148	142	93	92	92	92	92	97	101	106
<i>less Revenue Foregone (in excess of free sanitation services to indigent households)</i>					18	18	18	18	20	21	22
<i>less Cost of Free Basic Services (free sanitation service to indigent households)</i>											
Net Service charges - sanitation revenue		148	142	93	92	92	92	92	97	101	106
Service charges - refuse revenue											
Total refuse removal revenue	6			67	80	80	80	80	84	88	92
Total landfill revenue											
<i>less Revenue Foregone (in excess of one removal a week to indigent households)</i>					16	15	15	15	15	16	17
<i>less Cost of Free Basic Services (removed once a week to indigent households)</i>											
Net Service charges - refuse revenue				67	68	68	68	68	72	76	79
Other Revenue by source											
Other Revenue	1	14 788	15 465	16 767	16 476	19 797	19 797	19 797	23 790	23 771	23 682
Camping Fee					3 773	3 423	3 423	3 423	6 548	5 955	6 266
Entrance Fee					3	3	3	3			
Fire Services					102	102	102	102			
Fines											
Tender Documents					16	16	16	16			
Consumables					48	48	48	48			
Breakages and Losses Recovered					1	1	1	1			
Transaction Handling Fees					38	38	38	38			
Incidental Cash Surpluses											
Staff Recoveries					8	8	8	8			
Insurance Refund											
Total "Other" Revenue	1	14 788	15 465	16 767	20 465	23 438	23 438	23 438	29 329	29 728	29 919
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	86 829	86 280	102 008	119 591	119 895	119 895	119 895	123 330	133 024	143 279
Pension and UIF Contributions		15 616	17 010	17 889	20 513	20 514	20 514	20 514	21 823	23 531	25 945
Medical Aid Contributions		6 894	7 280	7 690	8 190	8 190	8 190	8 190	8 956	10 855	12 039
Overtime		8 774	8 007	8 799	8 492	1 000	1 000	1 000	6 710	6 994	6 465
Performance Bonus		7 088	8 003	8 018	10 318	10 316	10 316	10 316	10 671	11 703	12 497
Motor Vehicle Allowance		7 229	7 892	8 093	8 893	5 138	5 138	5 138	8 411	10 109	10 848
Cellphone Allowance		898	780	804	803	803	803	803	854	840	845
Housing Allowances		1 245	1 338	1 280	1 360	1 360	1 360	1 360	1 484	1 577	1 678
Other benefits and allowances		10 072	6 997	8 918	9 218	19 291	19 291	19 291	11 327	11 378	12 178
Payments In lieu of leave		835	1 178	1 779	1 518	1 465	1 465	1 465	1 991	2 021	2 254
Long service awards		1 364	1 364	1 648	1 677	1 677	1 677	1 677	2 113	2 280	2 189
Post-employment benefit obligations	4	6 268	6 891	6 300	3 227	3 775	3 775	3 775	8 285	8 675	8 087
<i>less: Employee costs capitalised to PPE</i>	5	189 678	184 791	178 128	189 795	189 425	189 425	189 425	208 198	226 804	241 797
Total Employee related costs	1	189 678	184 791	178 128	189 795	189 425	189 425	189 425	208 198	226 804	241 797



**Table 55 MBRR Table SA1 - Supporting detail to budgeted financial performance
(Continued)**

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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		7 666	11 760	8 755	9 272	8 468	8 468	8 468	8 967	9 768	9 770
Lease amortisation		-	-	-	-	2 619	2 619	2 619	-	-	-
Capital asset impairment		-	-	-	-	-	-	-	-	-	-
Total Depreciation & asset impairment	1	7 666	11 760	8 755	9 272	11 087	11 087	11 087	8 967	9 768	9 770
Bulk purchases											
Electricity Bulk Purchases		-	-	-	-	-	-	-	-	-	-
Water Bulk Purchases		8 723	7 120	8 351	13 489	13 489	13 489	13 489	14 837	15 579	16 358
Total bulk purchases	1	8 723	7 120	8 351	13 489	13 489	13 489	13 489	14 837	15 579	16 358
Transfers and grants											
Cash transfers and grants		1 167	1 567	2 234	1 200	4 723	4 723	4 723	1 358	979	1 003
Non-cash transfers and grants		-	-	-	-	-	-	-	-	-	-
Total transfers and grants	1	1 167	1 567	2 234	1 200	4 723	4 723	4 723	1 358	979	1 003
Contracted services											
Outsourced Services		-	-	-	3 840	3 275	3 275	3 275	2 964	2 960	3 141
Consultants and Professional Services		-	-	5 169	17 628	14 740	14 740	14 740	15 246	15 072	14 498
Contractors		-	-	-	7 474	13 335	13 335	13 335	7 983	8 321	8 629
Total contracted services		-	-	5 169	28 942	31 350	31 350	31 350	26 192	26 353	26 268



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**Table 55 MBRR Table SA1 - Supporting detail to budgeted financial performance
(Continued)**

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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
		R thousand									
Other Expenditure By Type											
Collection costs		-	-	-	-	-	-	-	-	-	-
Contributions to 'other' provisions		-	-	-	105	71	71	71	-	-	-
Consultant fees		-	-	-	-	-	-	-	-	-	-
Operational Cost		81 917	90 535	87 388	61 929	83 888	83 888	83 888	90 683	83 619	86 288
Audit fees		-	-	-	3 817	3 817	3 817	3 817	3 915	4 079	4 303
Operating Leases		-	-	-	3 120	3 243	3 243	3 243	3 366	3 441	3 626
Gains and Losses : Water Losses		-	-	-	-	1 625	1 625	1 625	-	-	-
Total 'Other' Expenditure	1	81 917	90 535	87 388	68 970	92 644	92 644	92 644	97 964	91 139	94 197
by Expenditure Item											
Employee related costs	8	-	-	-	-	-	-	-	-	-	-
Other materials		12 641	8 560	9 589	10 515	15 881	15 881	15 881	11 454	11 843	12 325
Contracted Services		-	-	-	-	-	-	-	-	-	-
Other Expenditure		-	-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	9	12 641	8 560	9 589	10 515	15 881	15 881	15 881	11 454	11 843	12 325



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Table 56 MBRR Table SA2 – Matrix financial performance budget (revenue source/expenditure type and department)

DC1 West Coast - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)		Vote 1 - EXECUTIVE AND COUNCIL	Vote 2 - FINANCE	Vote 3 - ADMINISTRATIVE	Vote 4 - TECHNICAL	Vote 5 - AGENCIES	Vote 6 - NAME OF VOTE 6	Vote 7 - NAME OF VOTE 7	Vote 8 - NAME OF VOTE 8	Vote 9 - NAME OF VOTE 9	Vote 10 - NAME OF VOTE 10	Vote 11 - NAME OF VOTE 11	Vote 12 - NAME OF VOTE 12	Vote 13 - NAME OF VOTE 13	Vote 14 - NAME OF VOTE 14	Vote 15 - NAME OF VOTE 15	Total
IR Revenue																	
Revenue By Source																	
Property rates					508												508
Service charges - electricity revenue					116 422												116 422
Service charges - water revenue					57												57
Service charges - sanitation revenue					69												69
Service charges - refuse revenue					2 432												2 432
Rental of facilities and equipment			460														460
Interest earned - external investments			21		44												65
Interest earned - outstanding debtors																	8
Dividends received																	411
Fines, penalties and forfeits			21	380													399
Licences and permits																	411
Agency services																	161 950
Other revenue		100	28 958	2 163	23	151 950											28 328
Transfers and subsidies		2 428	77 328	20 868	2 578	75											103 204
Gain																	
Total Revenue (excluding capital transfers and contributions)		2 528	126 342	23 921	122 373	152 033											425 998
Expenditure By Type																	
Employee related costs		17 174	20 825	63 454	44 056	82 687											208 238
Remuneration of councillors																	7 135
Debt impairment			250		520												770
Depreciation & asset impairment		71	1 002	5 696	2 217												8 987
Finance charges						74											82
Bulk purchases																	14 837
Other materials		215	606	3 855	14 837												20 515
Contracted services		3 328	2 178	4 332	22 916	26 802											60 004
Transfers and subsidies		708	200		5 207	11 149											28 162
Other expenditure		4 656	10 257	8 460	35 379	38 172											1 329
Losses					1 000												1 000
Total Expenditure		30 395	39 411	85 789	128 128	152 033											425 998
Surplus/Deficit		(28 177)	(8 069)	(62 111)	(6 111)	(6 111)											(6 111)
Transfers and subsidies - other (provincial allocations)																	
Transfers and subsidies - other (provincial and national allocations)		630															630
Transfers and subsidies - other (provincial allocations)																	
Transfers and subsidies - other (national allocations)																	
Transfers and subsidies - other (provincial allocations)																	
Transfers and subsidies - other (national allocations)																	
Transfers and subsidies - other (provincial allocations)																	
Transfers and subsidies - other (national allocations)																	
Total Expenditure (including capital transfers and contributions)		(28 177)	(8 069)	(62 111)	(6 111)	(6 111)											(6 111)

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Table 57 MBRR Table SA3 – Supporting detail to Statement of Financial Position

DC1 West Coast - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'											
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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
ASSETS											
Consumer debtors											
Consumer debtors		3 974	8 383	11 832	8 811	8 811	8 811	8 811	4 308	4 343	4 380
Less: Provision for debt impairment		(24)	(1)	(11)	(2 130)	(2 130)	(2 130)	(2 130)	(21)	(21)	(21)
Total Consumer debtors	2	3 951	8 378	11 721	6 681	6 681	6 681	6 681	4 087	4 132	4 168
Debt impairment provision											
Balance at the beginning of the year		-	-	212	1 600	1 600	1 600	1 600	212	212	212
Contributions to the provision		(24)	(5)	-	900	900	900	900	-	-	-
Bad debts written off		-	-	-	(184)	(382)	(382)	(382)	-	-	-
Balance at end of year		(24)	(5)	212	2 120	2 120	2 120	2 120	212	212	212
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		141 409	148 103	169 280	162 208	165 985	165 985	165 985	178 971	186 339	191 744
Less: Accumulated depreciation		64 597	69 384	74 989	85 009	85 009	85 009	85 009	91 545	101 091	110 838
Total Property, plant and equipment (PPE)	2	76 811	78 718	78 271	77 199	80 976	80 976	80 976	85 426	85 248	81 106
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)		-	-	-	-	-	-	-	-	-	-
Current portion of long-term liabilities		17 004	13 731	14 728	4 500	4 500	4 500	4 500	3 000	1 500	-
Total Current liabilities - Borrowing		17 004	13 731	14 728	4 500	4 500	4 500	4 500	3 000	1 500	-
Trade and other payables											
Trade Payables		3 880	2 283	23 981	3 024	12 402	12 402	12 402	14 376	28 626	43 483
Other creditors		10 636	13 524	-	-	-	-	-	-	-	-
Unspent conditional transfers		1 713	1 419	-	-	-	-	-	-	-	-
VAT		1 477	2 882	-	-	-	-	-	-	-	-
Total Trade and other payables	2	17 684	20 088	23 981	3 024	12 402	12 402	12 402	14 376	28 626	43 483
Non-current liabilities - Borrowing											
Borrowing		40 243	27 153	12 862	8 382	8 382	8 382	8 382	5 382	3 000	1 500
Finance leases (including PPP asset element)		-	-	-	-	-	-	-	-	-	-
Total Non-current liabilities - Borrowing	4	40 243	27 153	12 862	8 382	8 382	8 382	8 382	5 382	3 000	1 500
Provisions - non-current											
Retirement benefits		69 758	73 145	73 814	79 745	79 745	79 745	79 745	79 745	79 745	79 745
Refuse landfill site rehabilitation		-	-	-	-	-	-	-	-	-	-
Other		-	-	28 115	-	-	-	-	28 115	28 115	28 115
Total Provisions - non-current		69 758	73 145	101 929	79 745	79 745	79 745	79 745	107 860	107 860	107 860
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		427 330	280 370	287 718	287 064	314 980	314 980	314 980	307 712	302 673	282 418
GRAP adjustments		-	-	37	-	-	-	-	-	-	-
Restated balance		427 330	280 370	287 755	287 064	314 980	314 980	314 980	307 712	302 673	282 418
Surplus/(Deficit)		48 781	30 727	17 224	581	(7 288)	(7 288)	(7 288)	(5 039)	(10 257)	(18 791)
Transfers to/from Reserves		-	-	-	-	-	-	-	-	-	-
Depreciation offsets		-	-	-	-	-	-	-	-	-	-
Other adjustments		(185 740)	(13 300)	-	-	-	-	-	-	-	-
Accumulated Surplus/(Deficit)	1	280 370	287 718	314 980	287 645	307 712	307 712	307 712	302 673	282 418	273 624
Reserves											
Housing Development Fund		-	-	-	-	-	-	-	-	-	-
Capital replacement		-	-	-	-	-	-	-	-	-	-
Self-insurance		-	-	-	-	-	-	-	-	-	-
Other reserves		-	-	-	-	-	-	-	-	-	-
Revaluation		-	-	-	-	-	-	-	-	-	-
Total Reserves	2	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	280 370	287 718	314 980	287 645	307 712	307 712	307 712	302 673	282 418	273 624



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Table 58 MBRR Table SA9 – Social, economic and demographic statistics and assumptions

DC1 West Coast - Supporting Table SA9 Social, economic and demographic statistics and assumptions												
Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2016/17	2017/18	2018/19	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics												
Population												
Females aged 5 - 14												
Males aged 5 - 14												
Females aged 15 - 34												
Males aged 15 - 34												
Unemployment												
Monthly household income (no. of households)	1, 12											
No income												
R1 - R1 600												
R1 601 - R3 200												
R3 201 - R6 400												
R6 401 - R12 800												
R12 801 - R25 600												
R25 601 - R51 200												
R51 201 - R102 400												
R102 401 - R204 800												
R204 801 - R409 600												
R409 601 - R819 200												
> R819 200												
Poverty profiles (no. of households)												
< R2 060 per household per month	13											
Insert description	2											
Household demographics (no.)												
Number of people in municipal area												
Number of poor people in municipal area												
Number of households in municipal area												
Number of poor households in municipal area												
Deduction of poor household (R per month)												
Housing statistics												
Formal	3											
Informal												
Total number of households												
Dwellings provided by municipality	4											
Dwellings provided by provincial												
Dwellings provided by private sector	5											
Total new housing dwellings												
Economic	6											
Inflation/deflation outlook (CPI)												
Interest rate - borrowing												
Interest rate - investment												
Remuneration increases												
Consumption growth (electricity)												
Consumption growth (water)												
Collection rates	7											
Property tax/service charges												
Rental of facilities & equipment												
Interest - external investments												
Interest - debtors												
Revenue from agency services												

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Table 58 MBRR Table SA9 – Social, economic and demographic statistics and assumptions (Continued)

Total municipal services		2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Review (MTR) Expenditure Framework		
Ref.	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
Detail on the provision of municipal services for A10										
	Water:									
	Piped water inside dwelling									
8	Piped water inside yard (but not in dwelling)									
	Using public tap (at least min. service level)									
10	Other water supply (at least min. service level)									
	Minimum Service Level and Above sub-total									
9	Using public tap (< min. service level)									
10	Other water supply (< min. service level)									
	No water supply									
	Below Minimum Service Level sub-total									
	Total number of households									
	Sanitation/sewage:									
	Flush toilet (connected to sewerage)									
	Flush toilet (with septic tank)									
	Chemical toilet									
	Pit toilet (ventilated)									
	Other toilet provisions (> min. service level)									
	Minimum Service Level and Above sub-total									
	Bucket toilet									
	Other toilet provisions (< min. service level)									
	No toilet provisions									
	Below Minimum Service Level sub-total									
	Total number of households									
	Energy:									
	Electricity (at least min. service level)									
	Electricity - prepaid (min. service level)									
	Minimum Service Level and Above sub-total									
	Electricity (< min. service level)									
	Electricity - prepaid (< min. service level)									
	Other energy sources									
	Below Minimum Service Level sub-total									
	Total number of households									
	Rubbish:									
	Removed at least once a week									
	Minimum Service Level and Above sub-total									
	Removed less frequently than once a week									
	Using communal refuse dump									
	Using own refuse dump									
	Other rubbish disposal									
	No rubbish disposal									
	Below Minimum Service Level sub-total									
	Total number of households									
Municipal in-house services										
	Water:									
	Piped water inside dwelling									
	Piped water inside yard (but not in dwelling)									
8	Using public tap (at least min. service level)									
10	Other water supply (at least min. service level)									
	Minimum Service Level and Above sub-total									
9	Using public tap (< min. service level)									
10	Other water supply (< min. service level)									
	No water supply									
	Below Minimum Service Level sub-total									
	Total number of households									
	Sanitation/sewage:									
	Flush toilet (connected to sewerage)									
	Flush toilet (with septic tank)									
	Chemical toilet									
	Pit toilet (ventilated)									
	Other toilet provisions (> min. service level)									
	Minimum Service Level and Above sub-total									
	Bucket toilet									
	Other toilet provisions (< min. service level)									
	No toilet provisions									
	Below Minimum Service Level sub-total									
	Total number of households									
	Energy:									
	Electricity (at least min. service level)									
	Electricity - prepaid (min. service level)									
	Minimum Service Level and Above sub-total									
	Electricity (< min. service level)									
	Electricity - prepaid (< min. service level)									
	Other energy sources									
	Below Minimum Service Level sub-total									
	Total number of households									
	Rubbish:									
	Removed at least once a week									
	Minimum Service Level and Above sub-total									
	Removed less frequently than once a week									
	Using communal refuse dump									
	Using own refuse dump									
	Other rubbish disposal									
	No rubbish disposal									
	Below Minimum Service Level sub-total									
	Total number of households									



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Table 58 MBRR Table SA9 – Social, economic and demographic statistics and assumptions (Continued)

Detail of Free Basic Services (FBS) provided	Ref.	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Electricity Last type of FBS service	Ref.									
		Location of households for each type of FBS Formal settlements - (R0 both per indigent household per month Rands) Number of HH receiving this type of FBS Informal settlements (Rands) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (Rands) Number of HH receiving this type of FBS Living in Informal backyard rental agreement (Rands) Number of HH receiving this type of FBS Other (Rands) Number of HH receiving this type of FBS Total cost of FBS - Electricity for Informal settlements								
Water Last type of FBS service	Ref.									
		Location of households for each type of FBS Formal settlements - (R0 both per indigent household per month Rands) Number of HH receiving this type of FBS Informal settlements (Rands) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (Rands) Number of HH receiving this type of FBS Living in Informal backyard rental agreement (Rands) Number of HH receiving this type of FBS Other (Rands) Number of HH receiving this type of FBS Total cost of FBS - Water for Informal settlements								
Sanitation Last type of FBS service	Ref.									
		Location of households for each type of FBS Formal settlements - (free sanitation service to indigent households) Number of HH receiving this type of FBS Informal settlements (Rands) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (Rands) Number of HH receiving this type of FBS Living in Informal backyard rental agreement (Rands) Number of HH receiving this type of FBS Other (Rands) Number of HH receiving this type of FBS Total cost of FBS - Sanitation for Informal settlements								
Refuse Removal Last type of FBS service	Ref.									
		Location of households for each type of FBS Formal settlements - (removed once a week to indigent households) Number of HH receiving this type of FBS Informal settlements (Rands) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (Rands) Number of HH receiving this type of FBS Living in Informal backyard rental agreement (Rands) Number of HH receiving this type of FBS Other (Rands) Number of HH receiving this type of FBS Total cost of FBS - Refuse Removal for Informal settlements								

WEST COAST DISTRICT MUNICIPALITY
 28 MAY 2020

DA

Table 60 Schedule of Service Delivery Standards

Western Cape : West Coast District Municipality(DC1) - Schedule of Service Delivery Standards Table 60		
Standard	Description	Service Level
Water Service		
	Water Quality rating (Blue/Green/Brow n/NO drop)	Blue
	Is free water available to all? (All/only to the indigent consumers)	All
	Frequency of meter reading? (per month, per year)	Per Month
	<i>Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)</i>	
	One service connection affected (number of hours)	48 Hours
	Up to 5 service connection affected (number of hours)	48 Hours
	Up to 20 service connection affected (number of hours)	48 Hours
	Feeder pipe larger than 800mm (number of hours)	48 Hours
	What is the average minimum water flow in your municipality?	1 meter per second
	Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	Yes
	How long does it take to replace faulty water meters? (days)	3 Days
	Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	Yes
	To what extent do you subsidize your indigent consumers?	8kl water
Financial Management		
	Is there any change in the situation of unauthorized and wasteful expenditure over time? (Decrease/increase)	Not Applicable
	Are the financial statement outsourced? (Yes/No)	No
	Are there Council adopted business process structuring the flow and management of documentation feeding to Trial Balance?	Yes
	How long does it take for an Tax/invoice to be paid from the date it has been received?	within 30 Days
	Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans?	Yes
Administration		
	Reaction time on enquiries and requests?	Immediately
	Time to respond to a verbal customer enquiry or request? (working days)	1 - 5 Days
	Time to respond to a written customer enquiry or request? (working days)	1 - 5 Days
	Time to resolve a customer enquiry or request? (working days)	1 - 5 Days
	Does the municipality have control over locked enquiries? (Yes/No)	Yes
	Is there a reduction in the number of complaints or not? (Yes/No)	Yes
	How long does it take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	30 Min
	How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?	Weekly
Economic development		
	How many economic development projects does the municipality drive?	EPWP Project
	What percentage of the projects have created sustainable job security?	None
	Does the municipality have any incentive plans in place to create a conducive environment for economic development? (Yes/No)	Yes
Other Service delivery and communication		
	Is a information package handed to the new customer? (Yes/No)	Yes a Contract
	Does the municipality have training or information sessions to inform the community? (Yes/No)	No
	Are customers treated in a professional and humanly manner? (Yes/No)	Yes



Handwritten signature or initials.

1.21 Municipal manager's quality certificate

I, D Joubert, Municipal Manager of West Coast District Municipality, hereby certify that the final budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name D Joubert
Municipal Manager of West Coast District Municipality (DC1)
Signature D Joubert
Date 28/05/2020



OK