FINAL BUDGET OF West Coast District Municipality

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

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ABBREVIATIONS AND ACRONYMS

AMR	Automated Meter Reading	ę	litre
ASGISA	Accelerated and Shared Growth	LED	Local Economic Development
	Initiative	MEC	Member of the Executive Committee
BPC	Budget Planning Committee	MFMA	Municipal Financial Management Act
CBD	Central Business District	1411 1417 1	Programme
CFO	Chief Financial Officer	MIG	Municipal Infrastructure Grant
CM	City Manager	MMC	Member of Mayoral Committee
CPI	Consumer Price Index	MPRA	
CRRF			Municipal Properties Rates Act
DBSA	Capital Replacement Reserve Fund	MSA	Municipal Systems Act
	Development Bank of South Africa	MTEF	Medium-term Expenditure
DORA	Division of Revenue Act	MEDEE	Framework
DWA	Department of Water Affairs	MTREF	
EE	Employment Equity	NEDOA	Expenditure Framework
EEDSM		NERSA	
	Management	1100	Africa
EM	Executive Mayor	NGO	Non-Governmental organisations
FBS	Free basic services	NKPIs	National Key Performance Indicators
GAMAP		OHS	Occupational Health and Safety
	Accounting Practice	OP	Operational Plan
GDP	Gross domestic product	PBO	Public Benefit Organisations
GDS	Gauteng Growth and Development	PHC	Provincial Health Care
	Strategy	PMS	Performance Management System
GFS	Government Financial Statistics	PPE	Property Plant and Equipment
GRAP	General Recognised Accounting	PPP	Public Private Partnership
	Practice	PTIS	Public Transport Infrastructure
HR	Human Resources		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
kľ	kilolitre		Association
km	kilometre	SAPS	South African Police Service
KPA	Key Performance Area	SDBIP	Service Delivery Budget
KPI	Key Performance Indicator		Implementation Plan
kWh	kilowatt	SMME	Small Micro and Medium Enterprises
			•



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 edopts with effect from 1 July 2020 the tariffs for services rendered.

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- 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:
- The need to prioritise projects and expenditure within the financial means of the d) municipality:
- e) The continued increases in the cost to provide services; and
- Wage increases for municipal staff that continue to exceed consumer inflation. f)

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

External Service Delivery Focus

The external service delivery focus, over the MTREF period, will be as follows -- the other internaland external service delivery will continue as per normal: TOAST DISTRICT MUNICIPALITEIT . UMASIPALITEIT

Water Management – storage of water:

Waste Management – regional landfill site for Cederberg and Mazikama Municipalities, b)

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- c) Fire Fighting – service to B-municipalities. Contracts were concluded with Cederberg- and Matzikama Municipality:
- ICT Connectivity providing satisfactory connectivity to the West Coast District Area; d)
- MSCOA system assistance; and **e**)
- 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;
- Training of staff will be performed in terms of a Skills Development Plan; and b)
- 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:
- Assets management system or asset register. Reconciliations are performed on a monthly c)
- Grant management, investments and cash at bank (reconciliation); d)
- Financial Dashboard: e)
- Electronic Leave: f)
- Electronic Time and Attendance: g)
- Electronic Overtime: and h)
- Document Management. i)

2.1.4 Accommodation

a) Offices: This space is restricted:

b)

c)

Registry: Is shared with the other Departments in close proximity to Finance; and Archives: An archiving system in place and conforms to legislation? 8 MAY 2020

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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:
- i) 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 Guldelines 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 serves 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

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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.

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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	2010/17	2517-10	2010/10		Current Ye	nr 2810/28	2020/21 Modium Term Revenue & Expenditure Framowork				
R thousands	Audited Owners	Audited Outroms	Audited Outcome	Original :	Adjusted Burget	Full Year Foretest	Pre-audit extreme	Budget Year 2020/21	Budget Year +1 2021/22	Budget Vour 42 3822 (2)	
Employee costs	155,578	164,791	176,126	193,795	193,425	193,425	150,425	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	3,863	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	78,542	
Transiers 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	125,926	118,783	121.478	
Total Expenditure	313,453	325,007	343,178	378,039	412,569	412,569	412,589	432,565	440,887	480,750	



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 Ye	oar 2019/20	2020/21 Medium Term Revenue & Expenditure Framework				
R thousands	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Budget Year	Budget Year	
r mananta	Outcome	Outcome :	Outcome	Budget	Budget	Forecast	outcome	2020/21	+1 2021/22	+2 2022/23	
Financial Performance											
Properly rates	=	-			-	2	723		-	27	
Service charges	113,583	92,371	73.828	101,336	111,336	111,336	111,336	117,395	118,307	119,263	
Inv estment revenue	20,727	21,753	27.904	21,837	20,826	20,826	20.826	21,542	22,696	23.135	
Transfers recognised - operational	88,917	92,116	94,885	99.174	100,119	100.119	190,119	103,304	106,692	169,894	
Other ewn revenue	139,007	148,043	161,826	154,283	171,723	171.723	171,723	184.655	182,284	189,667	
Total Revenue (excluding capital transfers and contributions)	362,234	354,284	358,443	376,631	404,004	404,094	404,004	426,896	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	2010/17	2017/10	2010/19	Cui	rent Year 2019	/20		edium Term 6 neliture Frame	
R theusand		Audited Outcome	Audited Outcome	Audited Outsome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Hudget Year +2 2022/23
HECETPTE:	11.7									
Operating Transfers and Grants										
National Government:		26,050	88,826	83,663	97,414	84,753	94,710	100,876	103,483	108,863
Local Government Equitable Share Finance Management		1.250	84,972 1,250	1,000	92,44	1,000	1,000	1,000	1,000	102,97
Municipal Systems Improvement		143	1,200	1,000	1,000	1,000	1.000	1,000	1,000	1.00
EPWP Incentive		1,036	1 100	1,047	1200	1,027	1,027	1,184		
Rural asset management system fresh water britis		1,980	2,207	- 31		- 1				
	ш	00	- 1			-1				
Place with the appropriate to	1.3	-		2,241	2.511	-		2.09	2,01	2,671
Provincial Severatory of the Control	- 1	1,166	1,802	1,184	860	6,386	5,300	2,420	3,200	3,041
Express Management Suggest		744	1.116	100	- 50	480	480	8175		
Connet Musicalists Torquesion	M II	25	76		- i	- 1				
3-866 Char Indirespondent				1	= 1	1,000	1,900	1,470	1,900	2.438
The married with plants (proof according to	. 7	120	1911	102		-		500	124	- 6
The forests Capacity Basking Cont.		-	- 0		-				200	
Comments from engineer Works (Speciation Fragment (Special)	1		-	5-1	- [10.0	57	51	57
District Municipality:	1.4									_
[ineart description]					-	- 31	1.5		181	- 0
Other grant providers:	1.3	1,091	103	1,000	1,100					
Other Working for water		77.7	1.010	100	1,100					
lotel Operating Transfers and Grants	5	88,917	92,116	94,886	88,174	100,110	100,110	193,304	100,002	109,684
Capital Transfers and Grants										
Hational Government;			-		-	1,207	1,207	-		-
Rural asset management by stem	ш					1,367	(1,701)			
							-01	. ≡I	_	
			- 1	-			-		-	-
The rains hardway per bearing	11	1.5					- 101		1.50	
Provincial Government	1 1		4.45		-					
Fire Services Capacity Building Grant	. 1		1,450	1,980		-	[630	490	
Salely Plan Implementation	4 1		1,466	1,400				530	630	-
Finance Management Support	1	100	_ #	477	-	-			-	
District Municipality:		- 1	U				155.0	STRIC	MUN	City -
[ineart description]	[]		-			-2	A STATE OF THE PARTY	1011	UMAS/	4
	1					15	A CONTRACTOR		2410-0	4/5/
Other grant providers:			-	- Brownsteen	-	(9) -	11-			7
Other				-		9			0000	=
fotal Capital Transfers and Grayts	5		1,480	1,960	1	1,297	Ques	M. Prin	2020	
OTAL RECEIPTS OF TRANSFERS & GRANTS	-	80,917	99,506	00,040	99,174	101,416	107718	169,994	107.322	109,864

8

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 Ye	er 2019/20			fedium Term F Inditure Frame	
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Foresart	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Yes +2 2022/23
apital expenditure - Vote											
tuiti-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE AND COUNCE		-	a		54	633	633	633	433	340	-
Vote 2 - FINANCE		- 1	- 1	877	480	4,473	4,473	4,473	1,386	281	
Vote 3 - ADMINISTRATION		-	83	2,472	3,441	4,088	4,088	4,088	3,424	5,480	3,16
Vote 4 - TECHNICAL			4,281	52	4,120	2,593	2,593	2,593	2,820	1,960	2,03
Vote 5 - AGENCIES			-		100			_		-	-
Vote 6 - [NAME OF VOTE 6]		72	100	- 1	- 1	5.2	- 1	-			
Vote 7 - [NAME OF VOTE 7]			- 1			8 -11	_				
Vote 6 - [NAME OF VOTE 8]		_	_			3	-		-		
Vote 9 - [NAME OF VOTE 9]						- E.					
Vote 10 - [NAME OF VOTE 10]			44		- 53	11 211	-				
		- 2	-	-			1.01		-		
Vote 11 - [NAME OF VOTE 11]		-	- 1	5.		=		-	-		-
Vote 12 - [NAME OF VOTE 12]		-	-	100			-	~	100	-	-
Vote 13 - [NAME OF VOTE 13]			- 1	- 3	-	- 1		-	- 3		-
Vote 14 - [NAME OF VOTE 14]		-	- 1	-		200	-	100		-	-
Vote 15 - [NAME OF VOTE 15]		-7	- 11	-		-	-	-	100	-	-
apital multi-year expanditure sub-total	7		4,372	3,402	8,095	11,786	11,700	11,786	0,003	8,081	6,21
			.,	0,	0,000	117.00		.,,	,,,,,,,		
Engle-year expenditure to be appropriated	2		- 1								
Vote 1 - EXECUTIVE AND COUNCIL		8 j	155	14	1	801	601	501	297	290	-
Vote 2 - FINANCE		677	180	2,715	150	160	150	150	139	219	16
Vote 3 - ADMINISTRATION	n I	2,714	3,253	1,765	881	454	484	454	870	1,503	17
Vois 4 - TECHNICAL		7,452	145	1,525	300	438	438	438	150	170	8
Vote 5 - AGENCIES			-	-:	-		-	_	-	1 2	_
Vote 6 - [NAME OF VOTE 6]			- 27		-	- 1	-		l -		_
Vota 7 - [NAME OF VOTE 7]		22	-		100					1 3	-
					100			- 5	-		
Vota 8 - [NAME OF VOTE 8]							- 1		-	-	-
Vote 9 - [NAME OF VOTE 9]		-	- 1	-	5.7.4	1 11	-	-	-	n en	
Vote 10 - [NAME OF VOTE 10]		-			31	1 1	-	-	-	III 11	-
Vote 11 - [NAME OF VOTE 11]			- 1	-		-	-	-			-
Vote 12 - [NAME OF VOTE 12]			4.0	6.5	100		-	_	-		-
Vote 13 - INAME OF VOTE 131		22	-	-	-		-		1 40		_
Vote 14 - [NAME OF VOTE 14]			-	_	-		-		1	III	
Vote 15 - [NAME OF VOTE 15]											_
Capital eingle-year expenditure sub-total		10.882	2,734	6,010	1,01	7,641	1,945	1,543	1,455	2,161	40
	-	and the second s								F-100 - 100	
otal Capital Expenditure - Vote	-	10,662	8,108	9,421	0,427	13,428	13,428	13,428	0,510	10,243	6,66
Capital Expenditure - Functional											
Governance and administration		670	230	4,098	903	5,246	6,245	6,245	2,007	780	
Executive and council		8	148	14	- 2	1,175	1,175	1,175	530	630	_
Finance and edministration		= 1	83	4,082	903	5,089	5,069	6,069	1 377	130	9
Internal audit		72		7,000	4	0,000	0,000	0,000	1011	100	
	1111	2473	0.400		1 1	4 4 4 1	4 000	4 000	4	2 000	3,60
Community and public safety		2.830	3,433	3,747	4,130	4,333	4,333	4,333	4,528	7,363	
Community and social services		279	181	34	654	510	610	510		229	1,86
Sport and repression		7	180	228	580	592	592	592	1,447	370	16
Public safety		2 900	2,827	3,154	2,872	2,674	2,574	2,674	3,032	8,754	1,68
Housing		9	- 1				- 2	p- 1	-	-	-
Health		25	144	330	33	558	558	558	50		_
Economic and environmental services		- 21	9	667	_	239	239	239	9	-	_
Plenning and development				567		239	239	238	9		_
Road fransport			-71	207	-	200		200			-
Environmental protection		10	- 1			,		_	-	- E	
		2.45	4.400	4.004	4.000	0.000		0.500		0.000	
Treding services		7,452 j	4,426	1,021	4,870	2,596	2,598	2,698	2,970	2,130	2,07
Energy sources		- 1	-	1.00	- 1	!	-	-		51	-
Water management		7,452	4,425		2,870	2,598	2,598	2,598	2,970	2,130	2,07
Waste water management		- 1	- 1	1	- 1	-	-		_		
Waste management			- ()	1.021	1,600	-116		_	- 1	ļ —	
Other			8.	-	14	14	14	14	4	-	-
otal Capital Expanditure - Functional	3	10,882	8,106	9,421	9,427	13,428	13,428	13,428	0,816	10,243	8,05
		,	5,1.55		-,	,	,	. wy code	5,5.10	13,240	9,00
funded by;										11	
National Government			- 1	1,960			-	-			-
Provincial Government		2	1,450	-	58	1,297	1,297	1.297	530	630	_
Eletrict Municipality			- :	-		;; -III	-	-	-		-
for the set names capital contract, decisions (Higgs #) Process		ł									
Department Egenium Homelette Hole			-					91	TRIGT	RICIA	1700
professional Program Enterprises, Public		1	i						C Die	T . HEA	8.57.EB
Comments: Harris Environment Herbertons			-7		- 3	- 1	4.1	100	CONT.	11 - 4.77	TOIPS,
	4		1,455	1,960		1,207	1,297	15 3 300	830	630	11/2
Transfers recognised - capital			1,400	1,000		1,207	1,207	1111	430		
Borrowing	0	- "	- '	-	- 3	- 0	7/	20-	3 = 1	E4 050	0.00
Internally generated funds		10,852	5,556	7,480	9.427	12.131	12 17	12,131	8,1114	LAV. 38	5,66
otal Capital Funding	1.1	10,852	8,106	9,421	9,427	13,425	13,400	13,428	7 800	111111111111111111111111111111111111111	6,60



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 vear	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 \$\frac{1}{2}\$ R28 million in 2021/22 and by R48 million for 2022/23 of the MTREF The perating deficit for the two outer years are R10.2 million and R18.7 million respectively.

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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		Corrent Ye	eer 2019/20	2020/21 Medium Term Revenue & Expenditure Framework			
R thousands	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 raises	-	- 1	-	=	-	- 1	-	2	290	- 3
Service charges	113,583	92,371	73,828	101,336	111,336	111,336	111,336	117,395	118,307	119,263
invesiment revenue	20,727	21,753	27,904	21,837	20,828	20,826	20,826	21,542	22,696	23,135
Transfers recognised - operational	88,917	92,116	94,865	99,174	100,119	100,119	160,119	103,394	106,692	109,894
Other OWN revenue	139,907	148,043	161,826	154,283	171,723	171,723	171.723	184,855	182,284	189,687
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 ICT MUNICIPALITY OF UMASIPALITY OF UMASIPALITY OF THE CONTROL In the 2020/21 financial year, revenue from grants and services charges to the 2020/21 financial year, revenue from grants and services charges to the 2020/21 financial year, revenue from grants and services charges to the 2020/21 financial year, revenue from grants and services charges to the 2020/21 financial year, revenue from grants and services charges to the 2020/21 financial year, revenue from grants and services charges to the 2020/21 financial year, revenue from grants and services charges to the 2020/21 financial year.

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

Description	Ref	2010/17	2017/10	2018/10	Qur	rent Year 2018	/20		edium Term R nditure Frame	
R thousand		Audited	Audited Outsome	Audited Outsome	Original Budget	Adjusted Budget	Full Year Ferenat	Budget Tear 2020/21	+1 2021/22	#2 SOREYSS
HRESIPHS.	10.4									
Operating Transfers and Grants										
National Geven ment: Local Government Equilable Share Finance Menagement Hundred Municipal Systems Improvement EMPR Procedure		1.250 143 1.036	99,828 84,878 1,280 1,100	82,693 59,111 1,000 - 1.047	92,706 1,000 1,027	94,735 92 1.000 1.027	92,708 1,000	100,676 96,113 1 000	1.000	108,00
Runi asset management sy etem frosh weter tenks	1	1.960	2,207		= !			12	_	
Rumi asset manegement eystem				2.341				2.554	2,721	2,87
Property States and St	\mathbf{L}	1,160	1,688	1,164	600	5,306	8,500	2,430	1.00	3,04
Francis Managerous Davids Northing	1.1	744	1.115	- 191	260 1	480	480	1,400		
Critical Manufactor Congress	U I	25	75	12.1	200	- 1	400			-
(1494). Plan argumentakin	i I	-]	- !			1,900	1,800	0.470	11461	2.42
Other State of the process of the control of the co	W 1	129	182	102		!		2400	- 174	- 67
First Temporal Committee Statistics States		-	- I i	- 1			- 5	399	- 176	
Committee of the state of the s		- 1	-		- 1	- 1	-	- 0	14/	
District Multimigratity:	1.0		-	-	-	-				
2 12. Section Committee			-	-	-	-				
	1 1		-		-	-				-
Other grant previders:	1.1	1,001	(20)	1,088	1,100					-
Working for water	11 1	879	1.010	1	1,100	1 23	_	_	_	
Total Operating Transfers and Grants	. 6	88,817	82,110	94,880	89,174	100,119	100,119	103,304	100,002	100,00
3—Ital Transfers and Grants										
National Gevernment:	1 1					1,297	1,297	_		
Rural asset management system	11.3					Unit	1,000	-	-	
	4 1	(10)	-		- 1	-			-	
	7.1	3.0							3.1] :
	1 1		_			-				f -
Other capital transfers/grants [meet deec]	1 4	5.46	-					-		-
Provincial Government:	1 1		1,480	1,900	-	-	-	630	030	
Fire Gervices Capacity Building Grant			1.452	4.861					_	
Safety Plan Implementation	1							830	111	-
Finance Management Support				477	1	-		-		
District Municipality:	1 1	-	Acres -							-
[Insert description]	1 1	101			= 1			-		
Other grant previders:	1.1									
Other grant previders:	1.1									
		1.6	-					-		-
Total Capital Transfers and Grants	1.5	2.4	1,480	1,880		1,997	1,207	820	630	
TOTAL RECEIPTS OF TRANSFERS & GRANTS		86,817	93,995	96,846	98,174	101,418	101,416	103,834	107,322	109,09

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 CPL/15/hot 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 a service.

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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 ke	Rand per k€
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
Vater 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	DISTRIPZZAD UNI 3/
Water Sales - All Municipalities (Water Restrictions 80%)	19.06	PA 23.40



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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 adherences 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 Ye	ar 2019/20			edium Term F nditure Frame	
R thousands	Audited Outcome	Audited	Audited Outpose	Original Budget	Adjusted : Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Yeer +1 2021/22	Budget Year +2 2022/23
Employee costs	155,578	164,791	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	6,760	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	64,402	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	1,003
Other expanditure	83.062	91,003	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	412,509	432,565	440,867	450,750

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 and costs neutralization towards an appropriate and to be agreed acceptable employee costs frame 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.



The cost associated with the remuneration of councilors is determined by the Minister of Cooperative 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.

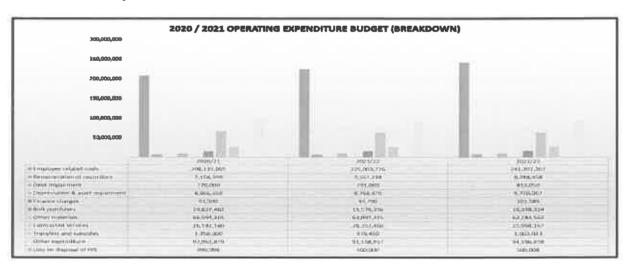


Figure 1 Main operational expenditure categories for the 2020/21 financial year

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

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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	201617	2017/18	2015/19		Current Y	eer 2019/20		2020/21 Mediu	2020/21 Medium Term Revenue & Expenditure Framework				
R thousands	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 Yeer +2 2022/23			
Financial Parturmance													
Reports and Maintenance	12.841	8.580	9.589	10.515	15.881	15.881	15.881	11.454	11.843	12.325			

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	2016/19		Current Ye	ar 2019/20			ledium Term R nditure Frame	
R thousand	1	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	П										
Governance and administration		570	230	4,096	903	6,245	6,245	8,245	2,007	760	90
Executive and council		8	146	14	-1,	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		- J	- 3	11	11	1	1	1	-	-	1.00
Community and public safety		2,830	3,433	3,747	4,139	4,333	4,333	4,333	4,528	7,353	3,502
Community and social services		116	181	34	654	610	610	610	-	229	1,667
Sport and recreation		-	180	228	580	592	592	592	1,447	370	166
Public setety		2,689	2,927	3,154	2,672	2,574	2,574	2,574	3,032	6,754	1,668
Housing		-	-	.	-	-	-	-	- 1	-	-
Health		25	144	330	33	556	556	556	50	-	-
Economic and environmental services		- 1	9	557	- j	239	239	239	9	- "	-
Planning and development		-	9	557	-	239	239	239	9	- 1	
- Road transport	1 1	-	-		- 1	-	-	- 1		-	-
Environmental protection		E :	- 1	211	- 1	-]	[-	. 8	-	-
Trading services	1.3	7,452	4,426	1,021	4,370	2,598	2,598	2,598	2,970	2,130	2,070
Energy sources	.1.1	- [-	-[]	-1	-	20	-	-	-,,	-
Water management		7,452	4,426	-	2,870	2,598	2,598	2,598	2,970	2,130	2,070
Waste water management		100			-	-	I	-	-1	-	i -
Waste management		153	-	1,021	1,500	-	- 24	- 2	-	-	
Other		- :	8	-1	14	14	14	14	4		-
Total Capital Expenditure - Functional	3	10,852	8,106	9,421	9,427	13,421	13,428	13,428	9,518	10,243	5,661

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



asset construction, as well as operational repairs and maintenance by asset class (refer to pages 78,79,80,81 and 82). Some of the capital projects to be undertaken over the medium-term includes, amongst others

						and ture France	
There's	Project Description	Турна	Annah Cippe	Wheel Location	Market Tree	The State of the S	+2
met Mikhinipelity: .mi all capital proposis grouped by Parapage				1			
					5-		
Control of the Contro	(MCM) 11	Now	Machinery and Equipment Computer Equipment	Vibele of the Elektet Vibele of the Elektet	100	100	
the contract of the contract o	Promise Profession (1999)	New	Machinery and Equipment	Whale of the District		940	
	FRIA IZZINI	New	Computer Equatorers	Whate of the District		100	
CONTRACTOR AND ADDRESS OF THE PARTY OF THE P		New	Administry and Equipment	Whole of the District		100	
COS STATE	Date Property	Now	Computer Equipment Administrative and Sections of	Whele of the District Whole of the District			
A STATE OF THE STA	Property and the second second	New	Partition and Office Equipment	Wheele of the District	1.44	1 [1]	1
A Marine State Street	free dealers of the second of the second	Manur	Operational Statelings	Whele of the District			1
	Participant from 11 to	Now Now	Furnism and Office Myapmeni Machinery and Squpmeri	Whale of the District Whole of the District		-	
ACTION OF THE PERSON.	Notice what sings	New	Settler and Office Budgeton	Whate of the Datriet	1 3		1
ALLEGO TOUR LEVEL	August Company of page	New	Computer Squarmont	Whale of the District	9		ħ
market	ALL ROSE STORMS CORNERS OF THE PARTY OF THE	Maye	Furniture and Office Equipment	Whole of the District		1 =	
Proceedings for the process of the contract of	THE RESIDENCE OF THE PROPERTY	Now New	Computer Equipment Computer Equipment	Whole of the Cintriot Whole of the Cintriot	7		
THE PERSON NAMED IN	Description (Control of Control o	New	Competer Experient	Whele of the District	7	1 -	
SHOW STATES	PRINCIPLE VALUE OF THE PRINCIPLE OF THE	plane	Maximory and Equipment	Whole of the District	0.46	20	
1.444/SEPT-Maries	Assistant and estimate times of the second	How	Operational Buildings	Whole of the District	1 -6767		
ortholic man	PORTAL DE LA CONTRACTO	Harry I	Transport Associa	Whole of the District	100	10	
-HURSON -	Page Steam	Norm	Other Assets	Whale of the District		10	
Letter (A) Colombia	North S. Frankou	Phone	Other Assets	Vihele of the Claimet	764		
(Allendary)	Charles del de ha box son de Labor.	New	Other Assets	Whole of the District		22	
141121 (146)	THE PARTY NAMED IN COLUMN TWO IS NOT THE PARTY N	Norm	Other As-als	Vihele of the Clatriot	1.0	40	
interference	Common Page 1991 1	Noor	Mathemity and Squamord Mathematy and Squamont	Whole of the District Whole of the District	- 3	100	
L4114B.0.7man	A through throat faces	New	Planetize and Office Systemani	Whate of the District	110	118	
THE PERSON NAMED IN COLUMN TO THE PE	Physical Control	New	Contain and Office Students:	Whole of the District	1	-	Į.
dettal (A Delivery Delivery	Money	Planeture and Office Symposist	Whole of the District	. 8	-	1
ME SERVICES	CONTROL FOR THE BEAUTY OF THE STATE	Piterer Silverer	Operatured Buildings Operatured Buildings	Whole of the Cintrict Whele of the District	- 105		
Per Hallman .	THE RESIDENCE OF CONTRACTOR AND CONTRACTOR	Navy	Operational Studenge	Whole of the Ciptatel	100		
THE RESIDENCE OF THE PARTY OF T	CAMPORTS FOR HOLDING SERVICE PROPERTY.	New	Operatural Buildings	Whale of the District	2.98		
THE STREET	AND PLANT THE PERSON NAMED IN COLUMN	Now	Operational Buildings Operational Buildings	Whole of the District	(0+		
New Address of the Control	delication of the contraction of	New	Operational Statebye Administry and Spaperson	Whale of the District	-91		
PRINCES.	March Add Transplatification	New	Amitims and Office Byupment	Whole of the District	- 4		
No. of Contract Contr	100 A 10 (100)	New	Otenpaler Equipment	Whate of the Chairles	CM.	11.4	
No. 14 Professor	18 (all (1994)	Naw	Companier (Besserated	Whole of the Elistrol	2.49	100	
	AND THE RESIDENCE OF THE PARTY	New	Interguido Acordo Interguido Acordo	Whele of the Distret While of the Distret	-	1-1	
OWN ALTONOODS	THE REAL PROPERTY AND THE PROPERTY AND T	Now Nave	Transport Assols	Whole of the District	2.0	100	
resistancias	- Systems of early 2 of Some year? No past 6 depoles	New	Truntation Assumb	Whole of the District	1	- track	
HE HAVE TO	May Subsect of USA and C	New	Transport Assaula	Whole of the Eletrist		1.786	- 4
William Address of the Control of th	Partitions:	Playe	Transport Associa	Whole of the District	1 800	. (100)	
The second second	Tomation continues to come and the same opening come.	Nove Nove	Methonry and Equipment Furnium and Office Squareset	Whole of the District Whole of the District	130		
ONE ALTERNATION	INTERNATION	New	Machinery and Equipment	Whole of the District	1 2	300	
PRINCE AND PRINCE OF	Andread Statement	New	Maximum and Equational	Whole of the District			
The sales of the s	Annual Austria	New	Monterey and Equipment	Whole of the District	-	400	
100	SELF CONTROL ORDER THREE ADDRESS OF THE SELF.	Nove	Madatary and Equipment Madatary and Superant	Whole of the District Whole of the District		in in	
er alman	CONTROL CONTROL VALUE CONTROL	New	Manhing and Sydpoon	Whole of the District	100	100	
WE ALVANDED	PROPERTY AND ADDRESS OF THE PARTY OF THE PAR	New	Attaching and Equipment	Whole of the District	3.75	90	
rysk aktrockili	STORY SALES STANDAY	New	Alexander and Squapment	Whole of the District	total	177	
PE MINISTER	Photo WORLD	Manu	Machinery and Squipment Machinery and Squipment	Whole of the District Whole of the District	100	100	
PR 100-11	The control of the co	Here	Alterbirary and Squapment	Whole of the District	1 -01	in in	
PRODUCE OF THE PRODUC	Street 14 (WY)	- Phone	Machiney and Spapment	Whate of the District		1741	
microfula consectional	MARKET PRODUCTION	Henr	Computer Squarers	Whele of the District		5.96	
DEAD THE CONTRACTOR AND ADDRESS OF	SAMPLE CONTRACTOR OF THE SAMPLE CONTRACTOR OF	Manu	Computer Squipment Computer Strumment	Whele of the District	1 3	191	
	my hear	New	Conquer Systemati	Whele of the District	1	82	
	(Bernaulan Februaring)	New	Pumbers and Office Syspenses	Whole of the District	100	- 10	
Palacina (PR No Constantino (Print)	Calebra 7	New	Fundury and Other Squpment	Whele of the District			1
TOLKUMIN SAMBALADIANAN TOLKUMIN SAMBALADIANAN	TO AND AND ADDRESS OF THE PARTY	New	Fundam and Office Equipment	When in of the District.		1.0	
Charles State Stat	To constitute the second	New	Auniture and Office Squpment Furniture and Office Squpment	Whole of the District Whele of the District		1	
COLUMN TO THE REAL PROPERTY.	Principal Company of Assert Company	Bone	Uponional Statemen	Whale of the Distret		- 1	
10-0-10-11-11-11-10-10-11-11-11-11-11-11	(4.4) (80.0) (6.7) (8.6)	New	Computer Equipment	Whole of the Distret			
CONTRACTOR SANAGE CANAGE	MC10/F9	l New	Computer Mysepment	While of the District			1
TO BOTTO DE SANGE DE ESPECI	TO A COMPANIES OF THE PARTY OF	None None	Operatornal Buildings Transport Assuts	Whate of the District			
Other (Commission of Compart)	strength through conditioning to provide the	New	Trumport Acade	Whale of the District			1
	MARKET COMM.	Nave	Omegador Equipment	Whole of the District			1
The state of the s	Ten could force of the country of th	Now	Computer Squapment	Whole of the District	1 3		ĺ
DOMESTIC STANASCOPPORT	CONTRACTOR	How	Operatoryal Buddings Computer Squament	Whole of the District Whole of the District	1 1	1 1	
Publishmen bledenskistister	CONTROL OF THE PARTY OF THE PAR	New	Trunqueri Azonio	Whole of the District			j
CONTRACTAMENTAL STREET	Lendard Arch Depole No.	New	Other Assets	Whole of the District	-	-	1
0.00 (11th b. 1000 (10th 10th 10th 10th 10th 10th 10th 10th	\$10.4000 pt bestering (40.00 pt. #1810 persons	New	Other Assets	Whole of the District		- 1	
The second state of	Section Contracts	Mary	Mechinery and Equipment	Whole of the District Whele of the District			
Charatti Kolomo phosphyti	Find to desirable manager	How New	Planeture and Office Equatorial Operatural Sublings	What of the Cintrint			
Emilitation and an experience	(COS) de reportecto	New	Machiney and Squareral	Whale of the Clatrist	33.7		
A SHARON NOTABLE OF	Administration of the second o	Here	Computer Squipment	Whole of the District	50	60	
P THE PROPERTY OF THE PARTY OF	A LANCE OF COMMENT	Manu	Computer Squarment Computer Squarment	Whele of the District Whele of the District	200	- 40	į.
NAME OF TAXABLE PARTY.	Hartest Search of Mills of the Coll.	Manu	Aumiture and Office Strapment	Whole of the District	14	5 E i	i
A PARK STATE OF THE PARK STATE	(feed) 4 (4) (meed) 10 meed	New	Computer Elytoperarii	Whole of the Distret	- A		į.
Conspicio	Charles and their and course for 1997 hours	New	Clareptoler (Spagers pro)	Vittole of the District	2-27		Ĺ
MARKET NA THE STATE	EPT and control of a production and falled in professional and the second in the secon	New	Gemputer Elgupment Maximusy and Elgupmusi	Whele of the District Whele of the District	- 2		l l
Marie Control of the Control	The state of the s	New	Maximusy and Equipment	Virgin of the Chairtes	> 7	1 26	1
14 (14) (16) (16) (16) (16) (16)	Promise of the set of the part has been as a second	New	Operatored Bushings	Whole of the District	040	1	
U. F. 1940		New	Transport Augusts	Whole of the District	C164	1 000	146
0.15		New	Machinery and Equipment	Whole of the District		CECTION	-
ne title	Theretain is the common of the	New	injungtion Ausgin Mediuters and Entertaint	Whole of the !	1149	1000	14/60
OF THE STREET	the state of the s	N	Machiney and Equipment	- Street or him Brack to	E 11 .	UNIAS	D. 19
Det (8-10)	1.0-3.01.1	New	Machinery and Equipment	An orthograph	300	-	1.61
and the same	French S FR of Stagments	New	Permittee and Office Squaresed	Committee of the commit	/ 91	- 4	-
	Name and Address of the State o	Name	Manherapy and Squapment Operational Stations	District the District	-	117	
NA MARIE							



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:

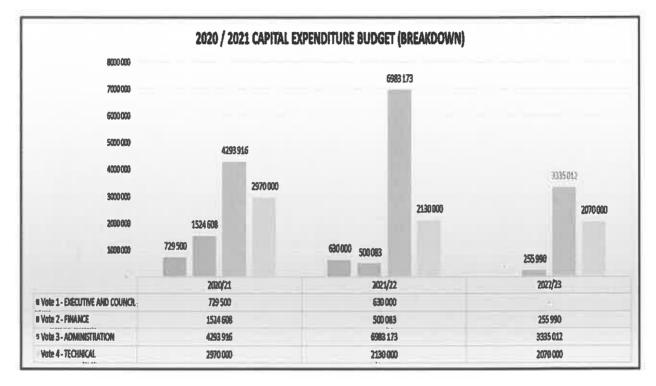


Figure 2 Capital Infrastructure Programme per service

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

Description	2016/17	2017/18	2018/19		Current Ye	er 2019/20			edium Term f nditure Frame	
R thousands	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 Ye +2 2022/2
nancial Fertirmence					-					
Property rates	- 1	-	-		-		100	-	-	-
Service charges	113,583	92,371	73,828	101,336	111,336	111,336	111,336	117,395	118,307	119,20
Investment revenue	20,727	21,753	27,904	21,837	20,826	20,826	20,828	21,542	22,896	23,13
Transfers recognised - operational	88,917	92,116	94,885	99,174	100,119	100,119	100,119	103,304	108,692	109.89
Other own revenue	139,007	148,043	161,828	154,283	171,723	171,723	171,723	184,655	182,284	189,86
Total Revenue (excluding capital transfers and									429,979	441,98
	382,234	354,284	358,443	376,631	404,004	404,004	404,004	426,898	429,079	941,80
contributions)								115-71		
Employee costs	155,576	164.761	179,129	193,795	1113,425	1117.425	193 A25	304,136	225 004	241,70
Remuneration of councillors	5,447	5,942	8,140	8,760	8.760	6,760	6,760	7,155	7.557	8.04
Depreciation & asset impairment	7,668	11,780	8,755	9,272	11,087	11,087	11,087	8,967	9,768	9,7
Finance charges	7,278	5,474	3,663	173	3,391	3,391	3,391	92	98	10
Materials and bulk purchases	63,267	44,379	48,819	84,402	58,439	88,439	88,439	80,932	78,677	78,84
Transfers and grants	1,167	1,587	2,234	1,200	4,723	4,723	4,723	1,358	979	1,0
Other expenditure	83,082	91,093	97,442	100,437	124,744	124,744	124,744	125,928	118,783	121,4
otal Expenditure	313.463	336.667	343,179	375,009	412,569	412.55	417.584	417,565	440.867	403.2
turplus/(Deficit)	48.781	29:277	18:264	561	14,565	(8.566)	(8,5855)	10,000)	(16 995)	118.7
	573/11	100-1111				13173000		Tribaco.		Nest
Transfers and subsidies - capital (monetary										
allocations) (National / Provincial and District)	-1	1,450	1,960	=	1,297	1,297	1,297	630	830	1
Transfers and subsidies - capital (monetary										
aflocations) (National / Provincial Departmental										
Agencies, Households, Non-profit Institutions,					- 11					
Private Enterprises, Public Corporations, Higher								[]		
Educational Institutions) & Transfers and aubuidies -								_		
capital (in-kind - all)						-				
Burplue/(Deficit) after capital transfers &	48,781	30,727	17,224	591	(7,268)	(7,288)	(7,268)	(5,039)	(10,257)	(18,7
contributions										
Share of surplus/ (defbit) of associate							_			
Burplus/(Deficit) for the year	48,781	30,727	17,224	591	(7,268)	(7,268)	(7,268)	(5,039)	(10,257)	(18,7)
apital expenditure & funds sources										
Capital expanditure	40.000	8,108	0.494	0.427	13,428	13,428	13,428	9,518	10,243	5,6
	10,862		9,421	9,427						0,0
Transfers recognised - capital		1,450	1,980		1,297	1,297	1,297	630	630	
Borrowing	-	-	-		-				-	
internally generated funds	10,852	8,656	7,480	9,427	12,131	12,131	12,131	8,888	9,613	5,6
Total sources of capital funds	10,852	8,108	9,421	9,427	13,428	13,428	13,425	9,518	10,243	5,6
	1171111				1141111					
nancial polition										
Total current sesets	274,745	304,250	383, 139	276,520	317,317	317,317	317,317	323,226	325,707	328,8
Total non current assets	159,039	138,630	115,074	116,767	105,941	105,941	106,841	120,035	115,654	109,5
Total current liabilities	43,413	42,883	48,423	17,494	27,420	27,420	27,420	27,346	40,096	53,4
Total non current liabilities	110,000	100,298	114,810	88,127	88,127	88,127	88,127	113,241	110,860	109,3
Community wealth/Equity	280,370	297,718	314,980	287,858	307,712	307,712	307,712	302,873	292,416	273,6
esh flows										
Net cash from (used) operating	33,671	60,422	59,104	15,615	9,908	9,906	9,908	18,022	13,690	5,7
Net cash from (used) investing	(15,680)	(8,035)	(9,220)	4,845	843	843	843	(1,138)	(5,743)	(4,1
Net cash from (used) financing	(15,492)	(17,013)	(13,080)	(14,271)	(14,271)	(14,271)	(14,271)	(8,382)	(4,500)	
	234,434	269,808	308,513	202,294	303,091	303,091	303,091	311,594	315,041	316,1
Seeh/cash-equivalents at the year end	209,909	200,000	300,013	202,264	303,081	303,091	303,081	311,394	310,041	010,1
as has no surp us recon all on										
Cash and investments available	234,434	269,808	306,613	282,294	303,091	303,091	303,091	311,694	315,041	315,1
Application of cash and investments	48,672	48,108	52,883	47,296	60,231	66,099	66,099	62,288	80,384	98,2
Salance - surplus (shortfall)	185,762	221,700	253,929	214,998	252,859	238,992	236,992	249,306	234,657	216,9
Asset register summery (WOV)	490.075	84 007	85,499	07 805	00 570	89,867	P0 007	92,291	92,802	88,7
	139,677	84,987		97,395	68,579		89,887			
Depreciation	7,646	11,760	9,755	9,272	11,087	11,087	11,087	8,967	9,769	9,7
Renewal and Upgrading of Existing Assets Repairs and Maintenance	12,641	2,424 8,560	9,589	1,309 10,516	1,230 15,981	1,230 15,981	1,230 15,881	800 11,454	365 11,843	12,3
ree services		.,,	1,117							
Cost of Free Basic Services provided	-		(90)	14	-			-	- 0	
Revenue cost of free services provided	-11			73	73	73	77	77	81	
Households below minimum service level	_ [J	
	11					1		-	BOALS	
Wein:				-		-	_	TRICT	MUNIC	100
Sanitation/sewerage:	8.			1	-	5.4	AST	Levi -	MASIP	A.
Energy:	-	-	1.41		-		No. W.	MELL HA	THE PERSON	1 3/3
Refuse:	- 1	-	- 1	-	-		THE RESIDENCE			- C

OR

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)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Cur	rent Year 2019	/20		odium Term R nditure Frame	
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget :	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	+2 2022/23
evenue - Functional										
Governance and administration		96,582	153,232	131,969	113,369	117,691	117,691	128,039	130,200	132,691
Executive and council		1,349	224	- 1	1,100	2,000	2,000	2,100	2,323	2,436
Finance and administration		95,178	153,007	131,969	112,269	115,891	115,691	125,939	127,877	130,250
Internal audit		57							20 724	04 54
Community and public safety		27,488	23,707	24,211	29,210	29,199	29,199	27,975	30,791	31,61
Community and social services		152		(2)		189	189			l
Sport and recreation	- 11 - 1	3,655	3,843	4,240	4,071	3,791	3,791	4,486	4,737	4,73
Public safety		12,613	9,965	10,044	14,716	14,716	14,718	12,028	15,008	15,06
Housing		1,923		7.						
Health		9,126	10,079	9,929	10,424	10,524	10,524	11,488	11,048	11,71
Economic and environmental services	- 11 - 1	122,339	85,111	129,731	133,867	148,227	148,227	155,169	162,424	159,66
Planning and development		57	768	810	-	360	380	557	581	60
Road transport		122,282	84,365	129,120	133,887	147,967	147,887	154,812	151,843	159,05
Environmental protection		- 5	-		-	-	-	-	-11	-
Trading services		115,845	93,884	74,493	100,185	110,185	110,185	116,340	117,195	118,09
Energy sources			-		191	- 9	-		[-01	-
Water management	-11 -1	115,845	93,684	74,043	100, 185	110,185	110,185	118,340	117,195	118,09
Waste water management		-	-	171	31	1 - 1	-	- "	-	1.0
Wante management		-	=	450	-	- 1	-	-	_	-
Other	4	- note		(0)		Service Test	No.			0000000
Intal Revenue - Functional	- 1	562.254	355,734	369,484	376,631	465,301	445,301	427,576	438,689	841,935
Expenditure - Functional										
Governance and administration		45,679	49,738	59,913	56,534	58,512	68,812	64,322	66,999	71,38
Executive and council		15,847	10,191	12,564	12,424	15,041	15,041	14,884	14,478	15,91
Finance and administration		28,427	37,913	45,717	42,180	51,847	51,847	47,540	50,243	52,97
Interval audit		1,405	1,634	1,632	1,931	1,923	1,923	2,117	2,278	2,47
Community and public safety	- 11 - 1	68,521	64,211	68,241	82,003	82,813	82,813	84,423	90,787	97,06
Community and social services	-111	2,031	1,552	2,015	2,280	2,320	2,320	2,565	2,644	2,74
Sport and recreation	-11-1	4,619	5,011	5,267	5,101	6,094	5,094	7,063	7,884	8,130
Public natity	- 1	38,153	34,503	37,093	47, 191	47,975	47,975	45,988	52,406	55,91
Housing					-	- i	_	- 1		_
Health		21,718	23,045	23,886	26,430	28,424	26,424	27,820	28,072	30,26
Economic and environmental services		114,127	129,357	137,857	143,613	157,324 1	157,324	164,948	162,753	170,67
Planning and development		3,151	8,070	8,737	9,748	9,457	9,467	10,338	10,912	11,51
Road transport		110,978	121,287	129,120	133,867	147,887	147,867	154,612	151,843	169,05
Environmental protection		-	-	-	-	- 1	1		_	-
Trading sendees		84,256	78,674	74,277	90,540	100,340	100,340	116,677	117,134	118,27
Energy sources			=		-	- 3	=1		_	-
Water management		84,256	78,674	73,827	90,467	100,287	100,267	115,873	117,129	118,27
Waste water management		-	-		-		-:	- 1	-11	-
Waste management	1 1		-	450	73	73	73	4	- 4	
Other	4	2,871	3,027	2,890	3,350	3,281	3,281	2,995	3,191	3,365
listal Expensisture - Functional	3	312,452	325,007	343.179	374, 829	412,569	412 968	432,565	449,867	486,750
turplue/(Deficit) for the year	_	48,781	30,727	17,224	591	(7, 268)	(7,200)	(5,039)	(10,257)	(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 if 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. ASip.
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 process 2020

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

Vota Description	Ref	2016/17	2017/18	2018/19	Cur	rent Year 2019	120		edium Term R nditure Frame	
R thousand		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	-111									
Vote 1 - EXECUTIVE AND COUNCIL	10.1	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	
Vote 3 - ADMINISTRATION		23,356	20,196	20,019	25,147	25,416	25,416	23,521	26,084	26,811
Vote 4 - TECHNICAL	- 11 1	118,938	84,356	80,629	106,187	116,609	116,609	122,473	123,652	124,896
Vote 5 - AGENCIES		122,282	121,371	129,120	131,186	145,186	145,186	152,033	149,122	156,17
Vote 6 - [NAME OF VOTE 6]		-	_	-	-	- 1	-	J - 11	-	-
Vote 7 - INAME OF VOTE 7			- 1	-	- 1	[- 1	-	-	-
Vote 8 - [NAME OF VOTE 8]				-	- 1	- j	-	- "	-	
Vota 9 - [NAME OF VOTE 9]		-	-	- 1	-	- 1	-	-	_	i -
Vote 10 - [NAME OF VOTE 10]	1111	_	_	-	-	_ 1	-		_	-
Vote 11 - [NAME OF VOTE 11]		1	_	-	_	_ !	-	8	-	_
Vote 12 - [NAME OF VOTE 12]		_	_	-	_	_	_	- 2	-	_
Vote 13 - [NAME OF VOTE 13]		_		_	_	_	_	9		_
Vote 14 - [NAME OF VOTE 14]		_	_		_	_	_	7.0	_	_
Vote 15 - INAME OF VOTE 15				-	_		_	-	_	_
Total Revenue by Vote	2	382,234	355,734	360,454	376,631	405,301	405,381	427,526	430,609	441,959
Expenditure by Vote to be appropriated	1									
Vote 1 - EXECUTIVE AND COUNCIL		26.018	27.813	28,249	29.913	32,387	32,387	33,305	33,862	36,70
Vote 2 - FINANCE		21,277	31.354	33,415	31,273	40,705	40,705	35,411	37,927	39,80
Vote 3 - ADMINISTRATION		69,865	65,879	69,771	83,808	84,542	84,542	85,783	92,033	98,39
Vote 4 - TECHNICAL		85,316	78,674	82,623	99,860	109,749	109,749	126,032	127,923	129,67
Vote 5 - AGENCIES		110,976	121,287	129,120	131,186	145,186	145,186	152,033	149,122	156,17
Vote 6 - [NAME OF VOTE 6]		_	-	_	-	- 1		1 2	1.21	-
Vote 7 - [NAME OF VOTE 7]		_	_		-	- 1	_	_10	_	_
Vote 8 - [NAME OF VOTE 8]		_	_	- 1	_	(_ J		-10	_	_
Vote 9 - [NAME OF VOTE 9]		_	_		_	-	_	-0	-	-
Vote 10 - [NAME OF VOTE 10]		_	-		-	_	-	-13	-	-
Vote 11 - INAME 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]		21				44	_		_	j.;;
Total Expenditure by Vote	2	313,453	325,667	343,179	176,039	412.569	412.569	432,565	440,867	468,750
Surplue/(Deficit) for the year	2	48,781	30,727	17,224	591	(7,268)	(7,268)		(10,257)	(18,79

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

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organizational structure of the municipality. This means it is possible to present the operating surplus or deficit of a vote. The fellowing table is an alysis of the surplus or deficit for the electricity and water trading services ALT.

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EXPENDITURE



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

Vote Description	2020/21 Mediu	m Term Revenue & Expe	nditure Framework
R thousand	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)

Description	Ref	2016/17	2017/18	2018/19		Current Ye	er 2019/20			edium Term R nditure Frame	
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecest	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Yee +2 2022/23
Revenue By Source		,									
Property rates	2		-	-	-	1.0		- 1	-		
Service charges - electricity revenue	2	678	747	922	955	865	966	865	908	953	1,00
Service charges - water revenue	2	112,759	91,482	72,748	100,314	110,314	110,314	110,314	116,322	117,181	118,08
Service charges - senitation revenue	2	148	142	93	92	92	92	92	97	101	10
Service charges - refuse revenue	2		-	67	65	65	85	85	89	72	7
Rental of facilities and equipment		3,487	3,543	4,253	2,401	2.771 }	2,771	2,771	2,892	3,023	3,15
Interest earned - external investments	ш	20,727	21,753	27,904	21,837	20,825	20,826	20,828	21,542	22,696	23 13
Interest earned - outstanding debtors	11.1		96	51	62	62	82	62	(65)	69	7
Dividends received		- 2	-01	£5.		_11				1 20	_
Fines, penalties and forfalls			- 10	6.3	21	21	21	21		8	1
Licences and permits		158	317	445	224	324	324	324	411	422	43
Agency services		120,593	129,522	138,309	131,110	145,110	145.110	145,110	151,950	149,035	158 08
Transfere and subsidies		88,917	92 116	94.885	98,174	100,119	100,119	100,119	103,304	106,892	109.894
Offier revenue	2	14,789	15,465	18.787	20,465	23,435	23,435	23,435	29,329	29,728	29,91
Gaine		1,,,,,,,	- 1			20,100	20,100	20,100	20,020		20,011
Total Revenue (excluding capital transfers		302,234	354,284	358,443	376,631	404,004	404,004	404,004	426,898	429,979	441,951
and contribution		002,207	001,201	000,740	010,001	********	441,001	404,004	720,010	-14.01.05.0	4411441
Expenditure By Type											i
Employee related costs	2	155,578	184,791	176,126	193,795	193,425	193,425	193,425	208,136	225,004	241,707
Remuneration of councillors	11	5,447	5.942	5.140	6,760	6.760	6.760	8,760	7.155	7.557	8,04
Debt Impairment	3	- 0	151	227	900	750	750	750	770	791	813
Depreciation & asset impairment	2	7 89	11,760	8,755	9,272	11,087	11,087	11,087	8,967	9,768	9,770
Finance charges		1.276	5.474	3,663	173	3,391	3,391	3,391	92	98	10:
Bulk purchases	2	1.723	7, 120	8,351	13,489	13,489	13,489	13,489	14,837	15,579	16,350
Other materials Confrected services	8	44.125	37,259	40,488	50,914	54,950	54,950	64,960	55,094	63,097	62,28
Transfera and subsidies		1,187	1,567	5,169 2,234	28,942 1,200	31,350	31,350	31,350	26,192	28,363	25,984
Other expenditure	4. 5	81,917	90,535	97,388	58,970	4,723 92,844	4,723 92,844	4,723 92,644	1,358 97,964	979 91,139	1,003 94,197
Time	7, 0	1,145	407	4.857	1.625	az, 0	==	82,077	7 1,000	600	500
Total Expanditure		313,453	325.007	143, 179	374.039	412,569	412.549	412,589	432 585	440,607	400.750
Burplus/(Deficit)		48,781	29,277	15,264	891	(8,565)	(6, 565)	(6, 565)	(8,689)	(19,087)	(16,791
I remains and subsidies - dapitel (monetary		-10,101	20,217	19120-1	991	faransi	(e' ses)	felnesi	(0,000)	(select)	fints
silicentions) (National / Provincial and District)		-	1,450	1,960	:=1	1,297	1,297	1,297	830	£6	-
Transfers and subsidies - capital (monetary alocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher											
Educational institutions)	8	-		-	-	-	æ	- 63	- 30	-	-
Transfers and subsidies - capital (in-kind - all)			4		- 1					-	_
Surplue/(Deficit) after capital transfers & sontributions Tax ston		48,781	30,727	17,224	691	(7,268)	(7,268)	(7,268)	(5,039)	(10,257)	(18,791
Burplus/(Deficit) after taxation Altributable to minorities		48,781	30,727	17,734	591	(7,200)	(7,264)	(7,288)	(4,039)	(10,267)	(16,79
Surplus/(Deficit) attributable to municipality Share of surplus/ (defcit) of associate	7	48,781	30,727	17,224	691	(7,268)	(7,200)	(7,288)	(6,039)	(10,257)	(18,791
Surplus/(Deficit) for the year		46,781	30,727	17.224	591	(7, 268)	(7.288)	(7,266)	(8,039)	(10.257)	(18,791

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

- 1. Total revenue is R427.5 million in 2020/21 and increases to R441.9 by 2022/23.
- 2. 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.
- 3. 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 ever the MIREF.

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

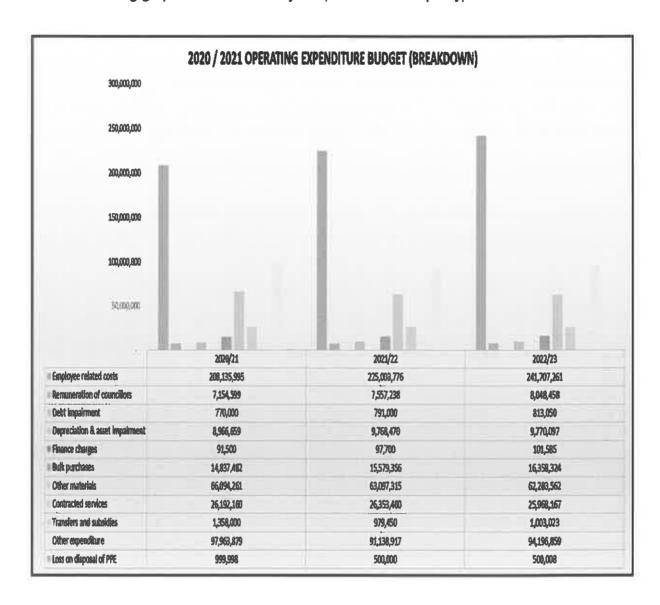


Figure 3 Expenditure by major type

- 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 Ye	er 2019/20			ledium Term F nditure Frame	
thousand	1	Audited Outcome	Audited Outsome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Yes +2 2022/23
apital expenditure - Vote											
Vote 1 - EXECUTIVE AND COUNCIL	2	- 2	8		54	633	633	633	433	340	
Vota 2 - FNANCE	1.1	53	_ "	877	480	4,473	4,473	4,473	1,385	281	
Vote 3 - ADMINISTRATION		-	83	2,472	3,441	4,088	4,088	4,088	3,424	5,480	3,1
Vote 4 - TECHNICAL	11	20	4,281	52	4,120	2,593	2,593	2,593	2,820	1,960	2.0
Vote 5 - AGENCIES				04	4,120				2,020	1,000	4,0
		- 31	-		- 5		2.3	- 3			
Voin 6 - [NAME OF VOTE 6]	1 1	53	-			-	===	- 8	1	_	
Vote 7 - [NAME OF VOTE 7]		- 24	===		- 5		~				
Vote 8 - [NAME OF VOTE 8] Vote 9 - [NAME OF VOTE 9]	1 1	- 1		- 55	-	_	23	- 5			
	11		_		- 2					_	
Vote 10 - [NAME OF VOTE 10] Vote 11 - [NAME OF VOTE 11]		7.4					- 21			- S	
		- 51				9	~ [- 5			
Vote 12 - [NAME OF VOTE 12] Vote 13 - [NAME OF VOTE 13]	- 1	21		1.83	-	= =	-	1.0	h 3	-	
	1 1	- 1	- 21				- 1	1 4	11 0	- 0	1
Vote 14 - [NAME OF VOTE 14]		- 31	_			-		- 3	_	8	
Vote 15 - [NAME OF VOTE 15]	1.3					44.000		44.000	0.000	0.000	
apital mujti-year expenditure sub-total	7	- 1	4,372	3,402	8,085	11,786	11,700	11,788	8,063	6,061	6,2
ingle-year expenditure to be appropriated	2	Į.									
Vote 1 - EXECUTIVE AND COUNCIL		8	155	14	1	601	601	801	297	290	
Vote 2 - FINANCE		677	180	2,715	150	150	150	150	139	219	1
Vote 3 - ADMINISTRATION		2,714	3,253	1,785	881	464	484	484	870	1,503	1
Vote 4 - TECHNICAL	11.01	7,452	145	1,525	300	438	438	438	150	170	
Vote 5 - AGENCIES		- 1	- 1		54	-	+ :	13	-	_	
Vote 6 - [NAME OF VOTE 5]	1 1	100		-	-	-	20		-	-	
Vote 7 - [NAME OF VOTE 7]	1 1	- 1	- 1	8 - I			- 1			-	
Vote 8 - [NAME OF VOTE 6]	1 4	- 1	- 1	ii		-		1.0	-	-	
Vote 8 - [NAME OF VOTE 9]	ш	- 1	-	- 1	1.0	-				1-1	
Vote 10 - [NAME OF VOTE 10]	3 11	5	_	- 1	-	-		0.00	-	-	
Vote 11 - [NAME OF VOTE 11]		-	-			-				_	
Vote 12 - [NAME OF VOTE 12]		-			.2	-	2.7	100			
Vote 13 - [NAME OF VOTE 13]			-	_	_	_	- 1			-	
Vote 14 - [NAME OF VOTE 14]		-	- :	1		- 1		1	-		
Vote 15 - [NAME OF VOTE 15]		-	- 1	i - I		-		-	III -11	-	
apital single-year expenditure sub-total		10.952	3,714	0,019	1303	1,643	1,141	1.60	1,452	2,103	40
otal Capital Expanditure - Vota		10,862	8,105	9,421	9,427	13,428	13,428	13,428	9,518	10,243	5,00
	-	74,742	411-4	*****	-,						
apital Expenditure - Functional	1 11	1110	000	4 404	000	0.047		0.044	0.000	760	
Governance and administration	1 1	870	230	4,006	803	0,245	6,246	6,246	2,007	630	
Executive and council	1 1	562	146	14 4,082	903 !	1,175 5,059	1,175 5,089	1,175 5,059	1,377	130	
Finance and administration		994	- 53	4,002	1	2,000	5,009	3,009	1,377	130	1
Internal audit		2,830	3,453	3,747	4,139	4,333	4,333	4,333	4,520	7,363	3,6
Community and public safety		116	181	34	854	610	610	610	3,020	229	1,6
Community and social services		110	180	228	580	592	592	592	1,447	370	10
Sport and recreation	1 1	0.000			2,872					8,754	1,0
Public safety		2,689	2.927	3,154	2,0/2	2,574	2.574	2,574	3,032	0,704	1,0
Housing Health		70		200	33	558	556	558	50		
		25	144	330					1 0	- 5	
Economic and environmental services	1 1	- 1	9	687	- 1	239	239	239			
Plenning and development		- 5	9	567	7.4	239	239	239	9		
Road transport		-	-	-		-	- 1		-	-	
Environmental protection			4 400		4 480			0.000	0.070	2 490	2,0
Trading services		7,462	4,426	1,021	4,370	2,608	2,598	2,808	2,970	2,130	2,0
Energy sources		- 455	4 400	_	0.070	0.000		0.000	0.070	1	
Welet management		7,452	4,426	183	2.870	2,598	2,598	2 598	2,970	2,130	2,0
Waste water management			-	4 004		- [-	-	-	
Weste management				1,021	1,500	7.1	73	-	T.		
Other	-				14.	14 /	14	14	- 4		
otal Capital Expenditure - Functional	3	10,882	8,108	9,421	8,427	13,428	13,428	13,428	9,610	10,243	6,6
unded by:											
National Government		_	-	1.950		-				-	
Provincial Government		-	1,450		- 1	1,297	1,297	1,297	630	630	
District Municipality		- 4	-	100				***	-		
Transfers and autorities - Capital Strategy - Strategy - Strategy - Capital Strategy - Ca					arms a state of the state of th						è
profit inchasing Private Entrances Public							4.1				T.
graft richasory. Private Branchises. Public		_	-	-	- 1	- 1	-	_		_	A
professionation Filtran Emissions Filtran Copyrigon Pripal Education Resident						1 987		1 207		630	
profit retraction (F) half three loss. Flats: Copperson Frighe Elementa Fictorion. Transfers recognised - capital	4	-	1,450	1,860	- 1	1,207	1,297	1,207	630	630	
professionation Filtran Emissions Filtran Copyrigon Pripal Education Resident	4 6					1,207 - 12 131		1,297 - 12 131		9,613	5,6



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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

Description	Ref	2016/17	2017/18	2018/19		Current Ye	er 2019/20			ledium Term R Inditure Frame	
R thousand		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 Yea +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	207,707	200,000	300,013	202,234	ופטונטט	303.001	303,081	311,004	010,041	310,17
Consumer debiors		3,951	8,378	11,721	6,691	6,691	6,691	6,691	4,097	4,132	4,169
Other deblors	-11	28,077	3,863	35,826	0,001	0,001	0,001	0,001	4,001	7,100	-
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	6,336
Total current assets	+-	274,745	304,250	363,139	276,520	317,317	317,317	317,317	323,225	326,707	326,54
Non current assets							THE PERSON				
Long-term receiv ables		19,362	51,643	29,576	19,362	19,362	19,362	19,362	27.744	23,862	20,862
Investments		_	- 1	_	-	_	-	-	_	-	_
Investment property		4,572	4,539	4,506	4,472	4,472	4,472	4,472	4,439	4,405	4,377
Investment in Associate		-	_ !			-		-	-	-	-
Property, plant and equipment	3	76,811	76,718	78,271	77,199 }	80,956	80,956	80,956	85,426	85,242	81,100
Biological			-		- 1	-	-	_	_	-1	-
Intangible	44	58,293	3,729	2,722	15,724	1,152	1,152	1,152	2,427	3,155	3,25
Other non-current assets		-	-	-	-/[-	-	-	-	-	_
otal non current assets		159,039	136,630	115,074	116,757	105,941	105,941	105,941	120,035	116,664	109,59
TOTAL ASSETS		433,783	440,879	478,213	393,277	423,258	423,258	423,258	443,260	443,371	436,437
LIABILITIES					II						
Current liabilities											
Bank overdraft	1	- [-	-	-	-	-	-	-1		_
Borrowing	4	17,004	13,731	14,728	4,500	4,500	4,500	4,500	3,000	1,500	-
Consumer deposits			-		- 1	-	-	-	-	-	_
Trade and other payables	4	17,684	20,098	23,591	3,024	12,402	12,402	12,402	14,376	28,626	43,483
Provisions Total current liabilities	+	8,725 43,413 ₁	9,034 42,863	10,104	9,970	10,518	10,518	10,518 27,420	9,970 27,345	9,970 40,096	9,97(51.45)
	-	74,514	75,000	14,162	III TET	M/min	al justi	27,42	41 1444	1000	
Non current liabilities		40.242	27 452	42 002	0 202	0 200	8,382	0 202	E 202	2 000	1.50
Borrowing Provisions	11	40,243 69,758	27,153 73,145	12,882 101,929	8,382 79,745	8,382 79,745	79,745	8,382 79,745	5,382 107,860	3,000 107,860	1,500 107,860
fotal non current liablines	-	110,000	100,298	114,810	88,127	88,127	88.127	88,127	113,241	110,860	199,360
TOTAL LIABILITIES		153,413	141.162	163,234	105,621	115,546	115,546	115,546	140,587	150,958	162,81
NET ASSETS	5	280,370	297,718	314,980	287,658	307,712	307,712	307,712	302,573	292,416	273,62
COMMUNITY WEALTH/EQUITY	Ť		-terli in	21 4000	201,000	-orli iii	est it an	231 11			-14-
Accumulated Surplus/(Deficit)		280,370	297,718	314,980	287,656	307,712	307,712	307,712	302,673	292,416	273,62
Reserves	4	20,010	E01,1 10	V 17,000	201 (000) -	Wr,112	W/,/ 12	W/1/12	JU2,013	202,710	
I WWW T GG	17				-			_			273,62

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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

Description R thousand	Ref	2016/17 Audited Outcome	2017/18 Audited Outcome	2018/19 Audited Outcome	Gurrent 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 Yeer +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES	111										
Receipts											
Property rates		-		1.61	1	l rail	- 2	1.60	100	-	-
Service charges		114,321	94,340	80,295	101,338	101,338	101,336	101,336	117,395	118,307	119,283
Other revenue	l. T	111,889	179,002	142,264	154,221	181,861	181,681	181,881	184,589	182,215	189,596
Transfers and Subsidies - Operational	1 1	88,917	92,116	94,128	98 493	100,119	100,119	100,119	103,304	106,692	109,894
Transfere and Subsidies - Capital	1	-	1,450	2,718	2,681	1,297	1,297	1,297	630	630	
Interest	1111	20,727	21,753	27,904	21,699	20,826	20,828	20,828	21,542	22,696	23,135
Dividends	Шł		-	1.65	- 1	- 1	- 1	100			50
Paymente		1	i			ĺ	j				
Suppliers and employees		(294,688)	(321, 199)	(282,308)	(359,643)	(387,218)	(387,218)	(387,216)	(407,990)	(415,774)	(435,023
Finance charges		(7,276)	(5.474)	(3,863)	(173)	(3,391)	(3,391)	(3,391)	(92)	(96)	(102)
Transfers and Grants	1	- 1	(1,687)	(2,234)	(1,200)	(4.773)	(4,723)	(4,723)	(1,358)	(979)	(1,003)
NET CASH FROM/(USED) OPERATING ACTIVITY	ES	33,671	60,422	59,104	15,615	9,906	9,906	9,905	18,022	13,690	5,761
CASH FLOWS FROM INVESTING ACTIVITIES Receipts Proceeds on disposal of PPE		176	61 i	201			_	_	_		_
Decrease (increase) in non-oursent receivables			_ [1.25	14.271	14,271	14.271	14.271	8,382	4,500	1,500
Decrease (increase) in non-oursent investments Payments	!	-	-	-	- }	-		-	-	-	-
Capital seasin		(10,636)	(8,096)	(9,421)	(9,427)	(13,428)	(13,428)	(13,428)	(9,618)	(10,243)	(5,661
METICASH FROMI(USED) INVESTING ACTIVITIE	E8	(10,680)	(8,035)	(9,220)	4,845	843	645	143	(1,15)	5,743	[4,181
CASH FLOWS FROM FINANCING ACTIVITIES Receipts											
Short term loans	ш	-	- }	061	- 1		-	1.0	!		-
Borrowing long term/refinencing		- 1	-	-		-	-			(2)	h
incresse (decresse) in consumer deposits		- 31	20	153	-11	- 1	- 5	-	-	-	-
Payments	Ш						Ì				
Repayment of borrowing		(15,492)	(17,013)	(13,060)	(14,271)	(14,271)	(14,271)	(14,271)	(8,382)	(4,500)	(1,500
HET CASH FROM (USED) FINANCING ACTIVIT	ES	(15,492),	(17,013)	(13,000)	(14,271)	(14,271)	(14,271)	(14,27	(8,362)	(4,550)	(1.500)
NET INCREASE/ (DECREASE) IN CASH HELD Cash/cash equivalents at the year begin: Cash/cash equivalents at the year end:	2 2	7,510 226,015 234,434	35,374 234,434 269,806	36,805 269,806 306,813	6,165 256,106 262,294	(3,522) 308,813 303,091	(3,522) 306,613 303,091	(3,522) 306,613 303,091	8,504 303,091 311,594	3,447 311,594 315,041	100 315,041 315,141

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

Description R thousand	Ref	2016/17 Audited ;	2017/18 Audited Outcome	2018/19 Audited Outcome	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecest	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash and Investments available	П										
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	315,14
Other current investments > 90 days		-	(0)	-	-	-	-	-	-	-	-
Non current assets - Investments	1							-	-	(l <u>. </u>	
cast and investments available:		234,434	269,804	306,613	262,294	303,091	383,691	302,091	311,584	315,04	115,141
Application of cash and investments	H	I									
Unspent conditional transfers		1,713	1,419	-	- 4	-	-	(+)	-	· -	-
Unspent borrowing	ш	-	-	-	- 1	-	-		_	-	-
Statutory regularements	2	- 2	- 1	-	-	-	-	-	1/	9 -	_
Other working capital requirements	3	(31,523)	(58,847)	(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	- 1	- 1	-	4	- 1	-	527	-1	-	-
Reserves to be backed by cash/investments	5		1			14	-	2.45			
Application of cash and investments:	11	48,672	48,108	52,683	56,722	66,099	65,099	56,099	1 1 1 1 2 7 3 3	10,384	91,204
Surpiusishortfalli	\Box	185.762	221,700	253,929	205.371	216.992	235.392	236:192	149.106	201.657	216,937

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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 AS Asset Management Deveription	Ref	8016/17	4017/18	2018/10	Our	rent Year 2019	/80		ledium Term R	
thousand		Audited	Alletted	Aud	"Allerg Intel	Adjusted	# HIT Year	Discount from	nditure Frame	Budget Yes
PALLET REALPHOLEPHE		Outrome	Outcome	Outcome	Budget	Budget	Foresest	2010/21	+1 2021/22	+8 8088/88
Total New Assum Roads Infrastructury	1	10,000	6,862	8,481	4,118	12,198	18,106	8,916	0,000	8,47
Storm water infrastructura Electrical infrastructura		-	_			.=(1)	-	- 1		-
Water Supply Infrastruptura Seritation infrastruptura		3.700	1.4	81	:=	-	=	±1.	E .	
Bolid Wasts infrastructure Pall infrastructure			-	9.7029	1,800	= 1		-	Ξ.	
Coastel Infrastructure		- 51	12.	15.1		240	240	25	- 83	
Information and Communication Infrastructura Infrastructura		3,793	-	CREE	1,000	140	. 340	-	-	-
Community Facilities Sport and Regresson Facilities		450				- 1		1		
Community Assets Horitage Assets		101					-	-		- 1
Revenue Generating Non-revenue Generating			124	(4.1	12		- 1	10	E3	1 5
Investment preperties Operational Buildings			-	709	30	724	724	2,086	102	37
Housing Cither Assets		320 FTF	- 6	100	30	777	799	2316	100	12
Biological or Cultivated Assets			-	704		-0-	-	2.311	_	1
Bery Hades Licences and Rights				329.	201			=1	631	- 22
intengible Aveste Computer Equipment		314	110	3,176	597	4,612	4.132	974	911	91
Furniture and Office Equipment Machinery and Equipment		75	1,712	1,003	231	985	9.63	487	489 8.478	2.63
Transport Ausets		1,008	3,736	1,040	2.600	2,902	2,962	3,160	8,800	1,00
Land Zoo'o, Marino and Non-blological Animalo		-							-	
Total Renoval of Existing Assets	36	-	2,424		794	880	800	180	180	
Roads infrastructure Storm water infrastructure		=	=	31		=	=	=	- 5	
Mostriaal infrastructure Water Supply Infrastructure		=	2,334		1.5	=		7.	-	
Sanitation infrastructure Solid Waste Infrastructure		= = =	(2)	31	10	44	27	100	1997	
Refi Infrastructura Constel Infrastructura				-		8	-	-	- 5	
Information and Communication Infraedructure Infraedructure			2.534		-		- 2	7000	100	_
Community Facilities			2.234	141	334	294	294	34	100	-
Sport and Regression Families Continually Assets		-	-		354	264	764	300		-
Heritage Ausuts Revenue Generaling	- 1		-	12	100	666	380	***	= =	
Non-revenue Generating Investment properties	-00-4				540	140	340			
Operational Buildings		20	185	- 31	- 四				-	
Other Assets	- 11		1440	- 3	-	-	-	-	-	-
Biologisal or Guitivated Assets Servitudes		- 5	= 1	34	1.5	- 3	-	2	=	
Literoes and Rights Intenglible Assets		-			-	-			_	-
Computer Equipment Furniture and Office Equipment		=		- 3	2	5	= =	2	=	
Machinery and Equipment			-	-4	- 0	-00	-	4.1	-	=
Transport Assets Land		-	-			- 1		71		=
Zeo'e, Marine and Non-biological Animals	1,0		(F-1)		340	841	841	480	176	180
Total Unarcelline of Estation Assets Roads Infrastructure	1.	-					-	-	- 170	_
Blacen weter Infrastructure Blaceriaal infrastructure		- 20		.31				1		_
Water Supply Infrastructure Senitation Infrastructure	- 1	-	1.5	13	410	420	420	420	176	181
Bolid Wests Infrastructure Plait Infrastructure			100	131		=11	=		=	_
Coestal Infrastructure Information and Communication Infrastructure				- 31						
Infrastructure	11.7		640	- 3	459	430	4.00	410	774	-91
Community Facilities Sport and Regression Facilities				1-11	20.	21	21			
Community Assets Herkinge Assets		-		2	- 94	31	**		-	
Révenue Génerating Non-revenue Generating		-	10.0	131			-	- 21		-
Investment properties Coerstonal Buildings			-		-		-			
Howeling	Ų.		100		100	100 FAM	100			=
Other Assets Biological or Guitivated Assets	1	- 1	-	- 1		140	140	-	-	_
Bery Hudes Licences and Rights		_	= 1	- 4	Ξ.	- 2				=
Introglisis Accords Computer Equipment				- 3					- 1	-
Furniture and Office Equipment Machinery and Equipment		1 3		3		- 1	-	- 1	3	=
Transport Assets			- 1	1	1	-	-		-	1 3
Land Zoo's, Marino and Non-biological Animals				1						
Tielet Equiliet Equationistics	41	10,002	6,100	0,481	0,487	13,426	15,460	0,618	10,845	5,00
Storm water infrastructure			35		= =	2			- 8	
, Westriaal infrastructure Water Supply Infrastructure		970	2.300		476	420	420	420	176	196
Busitation infrastructure Bolid Wanta Infrastructure		-		1,021	1.00	44	44	160	180	_
Mail Infrastructure Constel Infrastructure			12.7			240	240	-	- 5	
information and Communication infrastructure Infrastructure		320	200	THE	2000	rus	700	- 000	·	18
Community Facilities Stort and Repression Facilities		,419			389	++0.	318	20		
Community Assets	1. 1	272			200	719	316	34	-	
Heritage Assets Revenue Generaling			=	31	360	390	1994	- 6	- 5	
Non-revenue Generating Investment properties	11 3				291	- 10	346	_		-
Operatorel Buildings		170		709	100	724	724 100	1.114	100	. 66
Other Assets		273	54	794	100	100	374	2.014	102	33
filological or Cultivated Assets Servitules	111		3,20	(3)	(=)		-	2.34	- 3	
Licences and Rights Intergible Assets	11.1		-	838	500 AUE	-	-		100	- 52
Computer Equipment Furniture and Office Equipment		914 78	120	2,150	807	4,052	4,612	678 487	11A 480	14
Mochinery and Equipment		4,000	1,768	1,008	8,480	8,067	8,647	3,861	6,676	2,60
Transport Assets		1,102	6,764	1,846	2,860	2,942	2,043	0,150	2, 100	1,66
Zoo's, Marine and Non-biol*steel Animals TOTAL CAPITAL EXPENDITURE - Asset sizes	_	10,868	6,106	9,481	9,487	13,488	12.589	1,616	10,845	6,00



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

Description	Ref	2018/17	2017/18	2018/19	Cui	rrent Year 2019	/20		ledium Term F Inditure F <i>r</i> ame	
R thousand		Audited Outcome	Audited Outcome	Audited Outsome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Yee +2 2022/23
ASSET REGISTER SUMMARY - PPE (WDV)	5	139,577	84,987	85,499	97,395	85,579	88,679	92,291	92,802	88,73
Roads infrastructure		-	-3	-	129	129	129	121	113	10
Storm water infraetructure	1	314	302	291	67	67	67	84	- 60	6
Electrical infractructure Water Supply Infractructure		147	1,310	1,228	1,523	1,523	1,523	1 270	1,177	1,08
Sanitation Infrastructure		177	nieil.	1,220	2,771	1,023	1,0063	1,492	1,487	1,48
Solid Weste Infrastructure	i	191	1 2 1	- 1		1,271	1,271	1,402	,	
Rail Infrastructure	\$0.	_	- 일//	-	-	_	_	_	_	
Coestal Infrastructure	1	1.5	- 3		565	585	565	-	-	
information and Communication Infrastructure	i. I		1 13	196		!	-	_	-	-
Infrastructure	3	461	1,613	1,317	8,056	3,550	3,556	2,547	2,837	2,33
Community Assets	Ш	29,473	27,049	25,342	15,777	15,777	15,777	17,452	15,643	13,97
Heritage Assets	ш	- 1	-31	-	-	-	-	-	_	
Investment properties	i I	4,572	4, 539	4,508	4,472	4,472	4,472	4,439	4,405	4,37
Other Assets		-	-	2,880	8,527	13,498	13 498	6,223	5,825	5,2
Biological or Cultivated Assets	J. I	-	-	-	-	- 7				
Intengible Assets	1	58,293	3,729	2,722	15,724	1,644	1,644	2,427	3,165	3,2
Computer Equipment		1,520	1,366	4,156	1,101	1,097	1,097	7,192	6,792	8,40
Furniture and Office Equipment		602	138	793	747	730	730	996	1,024	9.0
Mackinery and Equipment		8,799	8,881	5,478	7,847	7,662	7,662	10,258	11,351	100
Transport Assets		8,995	10,712	10,341	11,384	11,364	11,384	12,557	14,189	14,4
Land Zoo's, Marine and Non-biological Animals	Ш	26,760	25,750	27,781	26,780	26,760	25,760	27,781	27,781	27,71
OTAL ASSET REGISTER SUMMARY - PFE (WDV)	1.1	129.677	44.987	81.465	9T-29S	86.579	16.579	92.291	92,882	90.33
XPENDITURE OTHER ITEMS			20,320	18,344	19,786	26,956	25,966	20,421	21,611	22,0
Depreciation	7	20,307 7,686	11,780	8,755	9.272	11,087	11,087	8,987	9,768	9,7
Frankre and Maintenance by Asset Class	3	12,841	8,580	9,580	10.515	15,061	15,881	11,454	11.843	12.3
Roads Infrastructure		22	0,000	3,000	311	311	311	474	498	50
Storm water infraetructure				-	_	_	-	_	-	
Electrical Infrastructure		_		-	=	20	-	1 2	-	1 3
Water Supply Infrastructure		8,808	1,657	1,498	3,480	4,520	4,520	3,631	3,812	4,00
Sanitation Infrastructure		- 3	= 1		-		-	-	-	
Solid Weste Infrastructure		3		-	-	- 3	-	-	-	12
Rail Infrastructure	1		-		-					-
Coastel Infrastructure		-	-		-1	-		-		
Information and Communication Infrastructure Infrastructure	10.1	8,430	1,657	1,498	3.791	4.001	4.831	4.105	4,310	6,5
Community Facilities		9,000	1,000	(Keeps)	289	219	219	307	321	30
Sport and Recreation Facilities		_		-						111
Community Assets	11.1	-	-	-	219	219	219	357	331	- 1
Heritage Assets		-	1	-		1.00	50000	100	100	1 2
Revenue Generating	11	- 1		-	-	-	-	100		
Non-revenue Generating				-				_		-
Investment properties	Ηi	4 400							0.500	
Operational Suildings		1,438	1,396	1,570	2,031	1,757	1,767	2,410	2,632	2,60
Housing Other Assets	1	1,430	T,308	1,370	200	1,787	1,757	2,410	2.532	2,6
Biological or Cultivated Assets		1,430	1,300	1,379.	2.001	1,100	1,141	4,410	2,000	414
Servitudes	D 1				-		_		_	
Licences and Rights	11	- 3		1.0		- 0	-	12	-	
Intangible Accets		-		-	-	-	-	-		
Computer Equipment		6	1	- 1	20	20	20	30	40	1
Furniture and Office Equipment		45	-	- 1	41	41	41	46	47	
Machinery and Equipment	$\parallel \parallel$	1,365	4,357	5,088	1,213	5,963	5,983	1,320	1,200	1,3
Transport Assets		955	1,147	1,428	3, 130	3,050	3,050	3,236	3,332	3,4
Land		-	-	-	-	-	-	1	-	
Zoo's, Marine and Non-biological Animals		-						-		
OTAL EXPENDITURE OTHER ITEMS		30.35T	20.520	18,344	15.786	25,368	26,968	20,421	21,611	22.0
enewsi and upgrading of Existing Assets as % of total	cann	0.0%	29.9%	0.0%	13.9%	9.2%	8.2%	6.3%	3,5%	3.3%
lenewal and upgrading of Existing Assets as % of depre		0.0%	20.6%	0.0%	14.1%	11.1%	11.1%	8.7%	3.8%	1.0%
I&M on a % of PPE	ji l	18.5%	11.2%	12.3%	13.8%	19.6%	19.6%	13.4%	13.9%	15.2%
lanewal 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

1. Table A9 provides an overview of municipal capital allocations to building new assets and the





Table 18 MBRR Table A10 - Basic Service Delivery Measurement

Dangriodion	Ref	2016/17	2017/16	2010/19	Ou	rrent Year 201	n/20		Iodium Term S Inditure Frame	
It are a little and a little and		Опросыв	Outsom s	Quiteome	Original Budget	Adjusted Budget	Full Year Foregoet	Budget Year 2020/21	Budget Year +1 2021/22	
foulantiful service largety	111								1	
ff a nec	1 1						ì			
Plant a sic multi-making				-		175			11 5	11 3
Properties are notices a self-that has no payeless.		100					-	-	m =	
Charge public hap car book river introductives.	2									
Other make rightly and best extraordized fractility	- 4									_
Montain Suivers Lonet and Albert and Other	3					-				
Using public top (< min service level)			-							
Other water supply (< min.service level)	4									
No water supply Balon Minimum Service Level sub-total										_
otal number of households	8					_	-			_
	0				_	-		_		
ant in then/semerage:										
Flush Issint (connected to assverage)	1 2 3			-					_	
Flush tallet (with septic lank)										
Chemical izlet	11.3			100				-		
Pit tollet (v entilated)				100						
Other todat provisions (> min.aervice level)	1 : 3		-	-	-		-			
Minimum Service Level and Above sub-total				_		-	-			
Bucket tolet							-			
Other indet provisions (< min service level)				-	- '			-	-	
No tollet provisions			_							_
Below Minimum Service Levrel sub-total	1.9	- 47		-	-					
old number of koyesholds	9.7		-		_	-	-		-	
								1		
Electricity (at least manuary see level)								l -		
Electricity - prepaid (mm.service level)	10.1									
Mark the Spring Florida and Green Lab road							-	_		_
Electricity (< min service toyel)				- 1	-	_			-	
Electricity - prepaid (< mir. nervice level)									_	
Other energy sources				- 1	_	-	-	-		
Below Minimum Service Level sub-total										
otal number of households	1 + 1	-				-		_	-	
heliane.	100									
Rémoved at lesst once a week	100								1	
Minkoure Service Level and Above sub-intel	111									
Removed less frequenty than once a week	1:1						1 2		11 2	
Using communal refuse dump	11.1									
Using corn refuse dump	11			2.1						
Other rubbish disposal	111									
No rubbish diaponal							_			
Service Manual Service Services	1		-					_		-
lotal number of households	8			-				_		-
ONLINEMENT OF RECESSIONS	0				-				_	
louasholde receiving Free Bank Service	1.0									
Water (6 kilotires per household per month)	1 : 1			100						
Sanitation (free minimum level service)	181								100	
Electricity/other energy (50kwh per household per month)				100					100	
Ratine (removed at least once a week)										
Tout of Free Bagic Garyiges provided - Formal Subjements (F700)										
Water (6 Kilolires per indigent household per month)	114									
Banitaton (fee sanitation service to (adigent households)										
Electricity/other energy (50kw h per ladigent household per month)							-			
Reline tremoved once a week for Indigent households)	1 4									
Cost of Free Basis Corylens provided - Informal Formal Cettlemants (C'190)				- 2						
otal cost of FBS provided	1.3	- 4	_					_		
									1	
lighed leggl of free carries provided per household Properly rates (R value treshold)					-					
Water (kichires per household per month)				1 1	Ξ,					
Benization (Itilizes per (consensat per month)										
Senitation (Rand per household per month)						9				
Electrisity (kin h per household per month)										1
Relane (average line - week)										
	9			-	- Pro-					
evenue cout of subsidised services provided (R*900)	8									
	1 1									
Property rates (tartif edjustment) (impermissable values per section 17 of MPRA					-	- 1		-	-	
Property rates exemptions, reductions and rebates and impermiseable values in										
excess of section 17 of MPRA)				-	-		100	-	-	
Water (in access of 6 kilolitres per insigent household per month)				- 1	4	- 4			6	1
Sanitation fin excess of free sanitation service to Indigent households)				100	18	10	. 76	20	21	
Electricity/other energy (in excess of 60 km) per indigent household per month)				- 1	36	38	36	38	40	
Refine (in excess of one removal a week for indigent households)					15	15	- 10	15	18	1:
Municipal Housing - rental rebatsa		- 402		-	-	17.1		-		1
Housing - lop structure subsidies	6			-			_	-	1	
Other	1111	- 345	_	-			_			
otal revenue cost of subsidioed services provided	11111			-	75	73	73	77	01	

Explanatory notes to Table A10 - Basic Service Delivery Measurement

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





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-papital programme.





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 the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area, also reflecting issues of the people living in the area.



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 20 MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Сиг	rent Year 2019	/20		ledium Term F Inditure Frame	
R thousand			Ker	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Yea +2 2022/23
To ensure the environmental integrity of the district is improved		ļΑ		10,156	10,079	9,929	10,424	10,524	10,524	11,468	11,546	11,715
To pursue economic growth and the facilitation of job apportunities		B		3,750	3,643	4,240	4,071	3,791	3,791	4,486	4.737	4,737
Fo promote the social well- being of residents, communities and targeted social groups in the district		c		12,821	10,048	10,175	14,716	14,959	14,959	12,083	15,865	15,122
To provide essential bulk services to the district		†D		239.020	205.726	207.509	237,373	281,795	261,795	274,508	272,774	281.07
To ensure good governance and financial viability		,E		96,487	18.20	128,550	110,048	114,234	114,234	124,985	125,997	129,31
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Allocations to other priorities			2	- 1	-			-			_	J
Total Revenue (excluding capital	Aranalan and	المحملة برياليا	1	362,234	355,734	360,404	376,631	405,301	405,301	427,526	430,609	441,85



Table 21 MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

Strategic Objective	Goal	Gosl		2016/17	2017/18	2016/19	Gur	rent Year 2019	20	1	ledium Term R nditure Frame	
R thousand			Ref	Audited Outcome	Audited Outnome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
To ensure the environmental integrity of the district is improved		^		22,857	23,088	23,866	28,430	26,424	26,424	Wellen.	28,072	30,267
To purate economic growth and the facilitation of job opportunities		п		7,489	6,039	8, 157	9,451	9,375	9,375	10,058	10,856	11,506
To promote the social well- being of residents, communical and targeted		c		43,336	39,107	42,370	53,226	54,128	54, 128	63,345	58,976	62,824
To provide essential bulk services to the district		D		194,093	199,961	209,503	231,046	254,935	254,935	278,065	277,045	285,84
To ensure good governance and financial viability		Ē		45,679	54,812	59,283	55,888	67,708	67,708	63,277	85,919	70,306
				-	-	-	81		-	-	3	_
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Allocations to other priorities	E. MORE FO											

2 8 MAY 2020



Table 22 MBRR Table SA6 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

Strategic Objective	Gosl	Goal Code		2018/17	2017/18	2016/19	Cur	rent Year 2019	120		ledium Term R nditure Freme	
R thousand			Ref	Audited	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
To ensure the environmental unlegatly of the dilatrict is improved		٨		25	191	330	33	551	- 588	950	-	1
To pursue economic growth and the facilitation of job opportunities		В	•	124	168	220	854	808	608	1,446	370	160
To promote the social well- being of residents, communities and targeted		С	!	2,689	2,927	3,846	3,621	3,252	3,252	3277	6,983	3,336
To provide essential bulk services to the district		D		7.452	4,426	1,578	4.60	3,030	3,030	2.91)	2,130	2,070
To ensure good governmoe and financial viability		E		562	383	3,447	758	5,983	5,983	67%	760	} 90
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Aliocations to other priorities			3 "									



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 - Bumporting Table SA		2010/17	2017/18	2010/10	Cu	rrent Year 201	1/20		ledium Term R Inditure Frame	
Description	Unit of measurement	Audi ted Outcome	Audited Outcome	Audited Outcome	Original	Adjusted Budget	Full Year Forecast		Budget Year +1 2021/22	
		90	w.t#x#CUT	WE AND COUR	effet.					
		Function from I	in h Commission	Oly and frecial pulphon Bearing	Sendous					
Chall the amount or purchased application or positive to decay development interpretation in the distance for purchased and automates a MAN VC10 are 3V Man A State	Consolidated operational plan for social development interventions in the district drafted and submitted to MAYCO	1	11))	О	1	1	1	1	1
	\$46-160			Tom: Bures		Laurin Misen				
Seekin the number of the district contributing the Accept the end of the contribution	Thirds (finese)	4	4	4	4	4	4	4	4	4
The percentage of the departmental capital budget solutily spent on capital projects by 30 June 2021 ([Actual (riciulating commitments) amount epent on projects /Total amount budgeled for capital projects)(100)	% of capital budget spent	*1	0	٥	11.00	95 0%	2019	8.00	161m	96 0%
		Fare	tree 5 - Finance	and Altin	featluo					
The state of security in the sough a model regards			donne i -	manual Feb.	104	r	1	T		
tager products by approved by 39 June 2021 in the free improve review of management in conglished with the management in approved Employment Epper Free	Processor of places agentical in the flore highest two car of conseptional	1	1	Ē	30.00	0.5	06	0.6	10.6	0.8
The second applied the resonant of the second of the secon	% of the municipality's paraonnal budget actually apent on implementing its workplace skills plan	196	1%	1%	1%	941	1%	1%	3106	1%
portfor a scarce with to max that 12% of histogram point by 30 June 2021 (Displace) of histogram point Modification of Endgaged pools and the organization (N))	States on	700	1605	Time.	10 0%	10 0%	10 0%	8.0%	8 0%	\$100
This law state has experienced state from and deathful Management by 10 Max annex 2000 and transection by 24 March 2020.	Power of the State	1	1	1	je:	2	2	2	2	Ţ.
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Review the raik management policy startingy with the implementation plan and submit to the raik committee by 31 Mey 2021	management policy strategy with implementation plan submitted to rask committee	1	t	1	1	1	1	1	1	1
Complete the non-framed audit place for 202 (472) and reason for the fourth Continuous for consentration for 20 (non-2021).	mgAP supressed to Auris	1	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	NAMES OF PROPERTY.	1	9	5	6	6	Ŷ	(6)	5	5
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Carry out 24 touriem promotional activities by	Number of activities	164	32	24	18	18	18	24	24	24
30 June 2021	owned out	3.5	32	479	10	10	10	-	27	
treating and growing becomes to a constant. Successing price and in the development to 2011. The 2011.		15	12	12	8	0	8	12	12	12





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

Description.	Halk of management	2016/17	2017/18	2018/19	Cu	rrent Year 201	9/20		ledium Term F nditure Frame	
Description	Unit of measurement	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	8udget Year +1 2021/22	Budget Ye +2 2022/2
			Hon Statement							
	Birth	function 1 - C	Corporate Wide	: Strategic Plan	name alliPs. 1	#ID'60		7		
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 Stretegy and automat to Council by 31 Merch 2021	District Economic Development Strategy reviewed and aubmitted to Council by 31 March 2021	1	1	1	1	1	1	1	1	1
	·			CHANGE		***				
			ton 127 maio							
The percentage of the municipal capital budget extually spent on capital projects by 30 June 3021 (focuse (including commitments) amount spent on projects ITotal amount budgeted for capital projects)X100)	% of papital budget spent	98 0%	95.0%	90 30%	95.0%	95.0%	95 0%	95 0%	95.0%	95.0%
Place I I I I I I I			Bion-function	n.ZEmatica				Ÿ		
Financial viability measured in terms of the municipality's ability to meet it's assives dabt obligations as et 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 ooverage	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)X(100)	% of outstanding service debtors	3 48%	3.8%	3 8%	38%	3 8%	38%	3 8%	3.8%	3.8%
Financial viebility measured in terms of the evallable cash to sover fixed operating expenditure as at 30 June 2021 ((Cash and Cash Equivalents - Unspect Conditional Grents - Overthrift) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation - Americaniton, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets):	Number of months it takes to gover this operating expendance with available dash	8.63	3	9.93	8.7	8.7	87	8.7	8.7	87
"		- 0		MINISHATION						1
			man A Planta on F - Economi						_	
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	59 84	30	55.92	30	30	30	45	45	45
			ction 2 - Engle defunction t							
Take querierly eamples of bacterial levels of potable water in towns, ferms and communities within in the distinct chang the 2020/21 financial year.	Number of samples laken and monitored	1082	800	1121	900	900	900	900	900	900
Take quarterly samples regarding besternal levels in final sewerage effluent during the 2020/21 financial year	Number of samples taken and monitored	276	210	258	250	250	250	250	250	260
				F Health	1				0	<u> </u>
Take questerly samples in terms of Foodstuffs, Cosmetics and Disinfestants Act during the 2020/21 financial year	Number of samples taken and monitored	1876	1080	900	900	900	900	900	900	900
		675 A. Tar-		Liminiellaline						
The assessment of the device of the second		and the state of	1 - American	NOT BUT THE	PLANT SINDS OF					
The percentings of the departmental capital budget cotacily spent on capital projects by 30 June 2021 ((Actual (Including commitments) amount spent on projects /Total amount budgeted for capital projects)X100)		0	0	0	95,0%	95 0%	95.0%	95 0%	95.0%	95.0%





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

100		2016/17	2017/18	2018/19	Cu	rrent Year 201	9/20		fedium Term F anditure Freme	
Description	Unit of measurement	Audited	Audited	Audited	Original	Adjusted	Full Year	_ r	Budget Year	
		Cutcome	Outcome	Outcome	Budget	Budget	Forecast	2020/21	+1 2021/22	+2 2022/23
				ECHNICAL					21	
			ton 1 - Plans on 1 - Econom							
		OR BANKER	del 1 - COORDES	IC Deseropine	HE I PHINTING			_	4	
Create temporary job opportunities with man days peld through projects by 30 June	Number of man days paid	5896	1200	6907	1200	1200	1200	3000	3000	3000
			unction 2 - Web-				·		1	
Limit average % water loss for lest 12 months to less than 596 ((Number of Kiloliters Water Purilled Number of Kiloliters Water Sold) / Number of Kiloliters Water Purilled _ 100)	% average water loss for last 12 months {(Number of Killotters Water Purited - Number of Killotters Weter Sold) / Number of Killotters Water Purited _ 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 apant	0.0%	0.0%	0.0%	95.0%	96.0%	96.0%	95.0%	95.0%	96 0%
		8	ub-function 2 -	Water Treatm	ont					
Comply 95% with water quality parameters as per SANS 241 phy sical 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			-			
				Road Tramepor	t					
			Sub-funetic	on 1 - Roade						
95% of the provincial roads conditional grant budget allocation apent 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 knometers graded	18294 63	16000,00	18672.2	16000.00	16000.00	16000 00	16000.00	16000.00	18000.00
Re-gravel 50.00 kilometers of roads by 30 June 2021	Number of kilometers of road re-gray eled	34.60	26.88	52.13	44.00	44.00	44.00	60	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
Reseat 158 311 square metres of surfaced roads by 30 June 2021	Number of square metres of road resealed	25.40	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

		2010/17	2017/18	2018/19		Current Ye	ar 2019/20		1	edium Term F nditure Frame	
Description of financial indicator	Basis of calculation	Audited Outcome	Audited Datcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Foresest	Pre-sudit outcome	Budget Year 2020/21	Budget Year +1 2021/22	
Borrowing Management											
Credit Rating		A1-	A1-	A1-	A1-	A1	A1	A1			
Capital Charges to Operating Expenditure	Interest & Principal Peld /Operating Expenditure	7.3%	8.9%	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	8.3%	8.6%	6.4%	6,2%	5,8%	5.8%	5.8%	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%
Bafety 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%
Liq viality											
Current Ratio	Current assets/current liab(files	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 diabloss	Current assets less debtors > 90 day s/current liabilities	6.3	7.1	7.5	15.8	11.6	11.6	11.6	11.5	8.1	6.
Liquidity Ratio	Monetary Assets/Current Liebilities	5.4	6.3	8.3	15.0	11.1	11.1	11.1	11.4	7.9	6.9
tovenue Man agement											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mfns Receipts/Last 12 Mfns Billing		100.6%	102.1%	108.8%	114.1%	103.8%	103.8%	103.8%	107.1%	103.8%
Current Debtors Collection Rate (Ceah receipts % of Ratepayer & Other revenue)		100.6%	102.1%	108.8%	100.0%	81.0%	91.0%	91.0%	100.0%	100.0%	100,0%
Outstanding Deblore to Revenue	Total Outstanding Deblors 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 Mins 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%
reditors Man agement					ļ	ļ					
Creditors Bystem Efficiency	% of Creditors Paid Within Terms (within MFMA' e 66(e))	100 0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100,0%	100.0%
Credibre to Cash and invesiments		1,6%	0.8%	7.7%	1.2%	4.1%	4.1%	4.1%	4.8%	8.1%	13.8%
Other Indicators		l i			i	ì				1	
	Total Valuma Losses (XW)	0	01	0	0	0	0	0	0	a	
Bectricity Distribution Losses (2)	Total Cost of Losses (Rend '000)	7		-	-:					_	
Electricity Cristical Colonia (2)	% Volume (units purchased and generaled less units sold)/units										
	purchased and generated	- 6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Í 00
	Total Volume Losees (kt)	- 1	0.078	0.074	0.076	0.010	0.070	0.076	0.076	9.010	"
		605	764	708	-	100	:4	- 13	-	-	-
Water Clatribution Losses (2)	Total Cost of Losses (Rand '000) % Volume (units purchased and	o	5379750	٥	thermo	1547500	1547500	1547500	1706119	500000	50000
	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%	48.5%	49.1%	51.5%	47.9%	47.9%	47.9%	48.8%	62.3%	54.7%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	44.5%	48.2%	50.8%	53.2%	48.6%	49.6%		50.4%	54.1%	56.5%
Repeirs & Maintenance	R&M/(Total Revenue excluding capital revenue)	3.5%	2.4%	2.7%	2.8%	3.9%	3.9%		2.7%	2.8%	2.8%
Finance charges & Depreciation	FC&Df(Total Revenue - capital revenue)	4.1%	4.9%	3.5%	2.6%	3.6%	3.6%	3.6%	2.1%	2.3%	2.2%
DP ulation financial yield instantors											
I. Debt oov srage	(Total Operating Revenue - Operating Grants)/Debt service payments due	7.1	6.4	7.3	7.9	7.9	7.9	10.2	11.9	13,1	13.6
II,O/8 Service Debtors to Revenue	within financial year) Total outstanding service distins/annual revenue received for earyless	28.4%	28.5%	62.6%	7.6%	6.9%	6.9%	5.9%	4.4%	4,4%	4.4%
III. Cost coverage	(Available cash + invasiments)/monthly fixed operational expenditure	13.2	14.8	15.3	11.3	12.2	12.2	12.2	11.8	11.3	10.6





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.





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

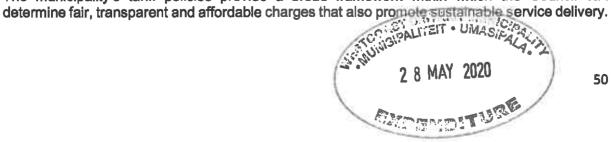
The Supply Chain Management Policy was adopted by Council in September 2005. An amended policy will be considered by Council in May 2020 if applicable.

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





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	Α	Des 2019	Α-
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 that 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

Description :	2016/17	2017/18	2018/19		Current Yea	r 2019/20	2029/21 Medium Term Révenue & Expensions Franceure			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 8 2001/32	Budget Year + 2022/25
Francial Performance										
Popervistes	-	-	-	- 1		- 0	-	- 53		
Since crocks	113 583	92 371	73 828	101 336	111 336	111 326	111 336	17.85	116-307	115.30
Measure Burns	20 727	21 753	27 904	21 837	20 826	20 826	20 826	21542	25	5515
Membra econsist revisional	88 917	92 116	94 885	99 174	100 119	100 119	100 119	023 304	100-002	1109-204
Office and moreon	139 007	148 043	161 826	154 283	171 723	171 723	171 723	194 (65	協議	- 英田
Total Revenue (excluding capital deviders and contributions)	362 234 ,	364 284	368 443	376 631	464 064 [404 004	404 904	48年	126 MTs	40 8





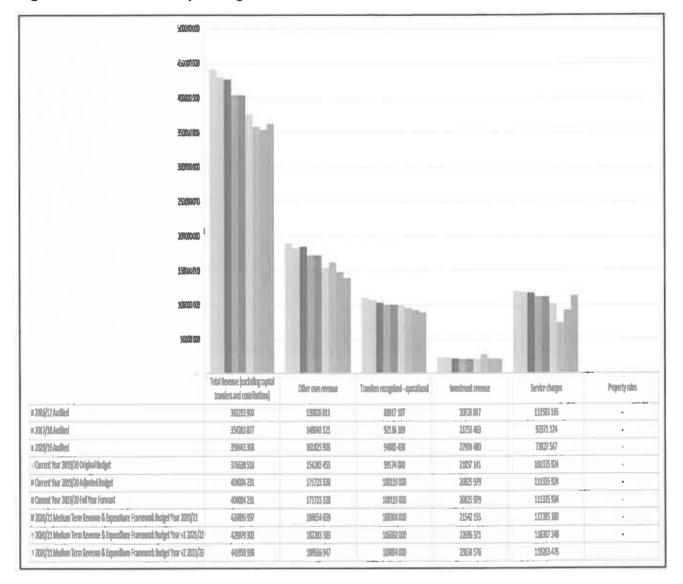


Figure 5 Breakdown of operating revenue over the 2020/21 MTREF

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	2018/17 2017/18 2018/19 Current Year 2019/20							ledium Term R nditure Frame		
R thousand	1	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 Provincial Government District Municipality		5	1 450 -	1 980	188	- 1 297	_ 1 297 _	1 297	630	630	-
Rendin:e and exherities - capital (monetary allocations) (National / Provincial Departmental Agendes, Households, Non-profit Institutions. Private Enterprises, Public Corporations, Higher Educational Hobbinsons)							_				
Transfers recognised - capital	4	-	1 480	1 960	-	1 297	1 297	1 297	630	630	
Berrowing Internally generated funds	6	10 852	6 656	7 480	9 427	- 12 131	12 131	12 131	- 8 88 8	9 613	5661
Total Cap Funding	7	10 862	8 100	8 421	9 427	13 428	13 428	13 428	9 518	10 243	5 661

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





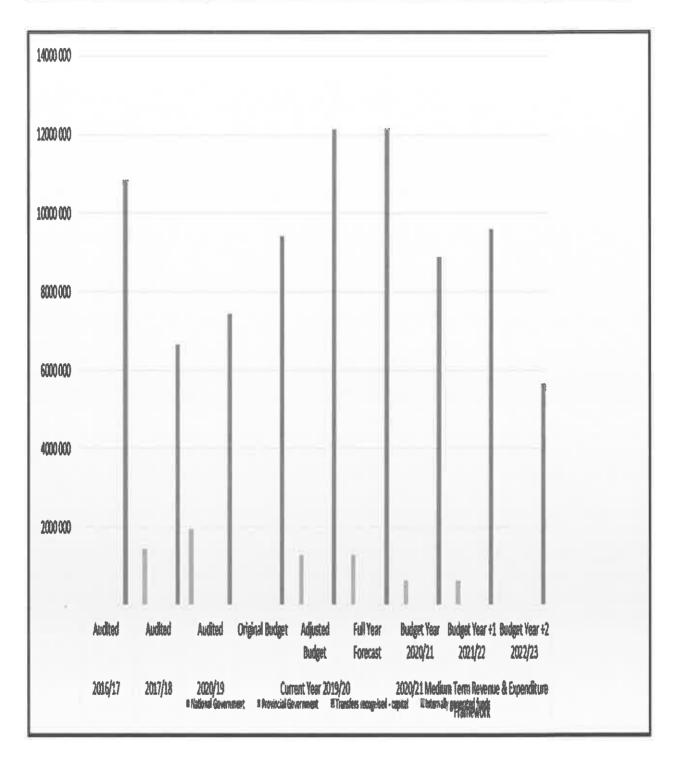


Figure 6 Sources of capital revenue for the 2020/21 financial year

Capital will be financed from grants and internally generated funds.





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

Table 29 MBRR Table SA 17 - Detail of borrowings

Borrowing - Categorised by type	Ref	2016/17	2017/18	2018/19	Cui	rrent Year 2019	20		ledium Term R nditure Frame	
R thousand		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	П									
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)			- }	-1	- j	-	-	-	-	-
Local registered stock		i -	-	;#		ļ I	-	-	-	-
Instalment Credit		- 1	- 1	-	- 1	-	-	-	-	-
Financial Leases	l	-	-	-	-	-	-	_	-	-
PPP liabilities		-	- ,		- 1	_	-44	-	-	-
Finance Granted By Cap Equipment Supplier		-	_ !	-	-11	-	-	- /	-	-
Marketable Bonds		- 1	- 1	-	-	_	-	- 1	_	-
Non-Marketable Bonds		-	- 1		_		-	-	_	_
Bankers Acceptances		- !	- 1	-	-11	ii - I	_	_	_	_
Financial derivatives		-	_	-	-	- 1	-	-	_	_
Other Securities		C - 1	- 1		_	_	_		-	-
Hunicipality sub-total	1	57,246	40,884	27,610	12,882	12,882	12,882	8,382	4,500	1,500
Entities								1)		
Annuity and Bullet Loans		-	-	-	-11	-	-	-0	-	-
Long-Term Loans (non-annuity)		_	-8	-	- 1	340	_		_	_
Local registered stock		-	- 1		-	-	-	_	-	_
Instalment Credit		-	- 1	-	-5	_	_	_	_	-
Financial Leases		_	- 1	_	-23	-	-		_	_
PPP liabilities		-	-	-		-	_	-	-	-
Finance Granted By Cap Equipment Supplier			_	-		- 1	-		_	-
Marketable Bonds		-	- (-	-	_	_	-	_	_
Non-Marketable Bonds		_	-	-	- 1	_	-		_	_
Bankers Acceptances					_	_	-	_	_	_
Financial derivatives		_	-]	-	-	_	_	_	_	- 5
Other Securities		_	- 1	- 1	- 6	-	-	-	_3	-
Entities sub-total	1	-	-		- 1	-	-	-	=	-
Total Borrowing	1	57,248	40,884	27,610	12,882	12,882	12,882	8,382	4,500	1,500





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

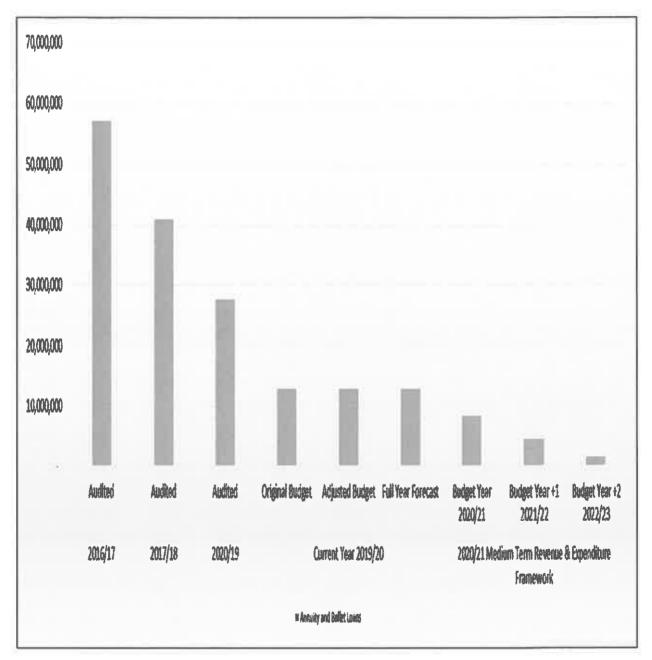


Figure 7 Growth in outstanding borrowing (long-term liabilities)

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.



0

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

Description	Ref	2016/17	2017/18	2018/19	Cur	rent Year 2019/2	0	2020/21 H edlum	Framework	& Expendituri
R thousand		Audited Outcome	Audited Outcome	Audited Oulcome	Original Budget	Adjusted Europit	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year (2022/23
ECEIPTS:	1, 2					:-				
Identify Transfers and Grants										
Antenna Inferiord der de der die										
National Government:		86 658	89 529	92 693	97 414	94 733	94 733	100 878	103 483	106 8
Local Government Equitable Share		82 194	84 972	88 405	92 706	92 706	92 706	96 113	99 762	102 9
Finance Management		1 250	1 250	1000	1 000	1 000	1 000	1 000	1000	10
Municipal Systems Improvement		143	-1	-	-		-	-		3
EPWP Incentive		1 036	1 100	1047	1 027	1 027	1 027	1 184	-	1
Rural asset management system		1980	2 207	-	-	-	-	- 1	-1	3
fresh water tanks		55	-1	-	-1	-	-	-	-	
									0.704	5.0
Rural asset management system	11.3			2241	2681 ;		-	2579	2721	28
Provincial Government:		1 168	1 002	1 184	680	5 388	5 386	2.428	3 209	30
Finance Management Cepacity Building		271	250	1 082	380	3 006	3 006	401	-	
Finance Management Support		744	1 115	- 1	200	480	480	D -1	-	i .
Greenest Municipality Competition		25	75	-	-	-			-	
Safety Plan Implementation		-			-	1 900	1 900	1 470	1 693	24
Other transfers and grants [insert description]	11.0	129	162	102	-		-	-		_
Regional Skills Co-ordination (West Coast Business Development Forum)		-	-	-	-	-	21	500	524	5
Fire Services Capacity Building Grant		-	-			9	-	-	935	
Community Development Worker Operational Support Grant	11.3	-	-		-	-	-	57	57	İ
Digitat Municipality:			_	- 1	_		_			
[insert description]	1 9	-		- 52	-1	-	-	-		
Linears assessments.			-		-		-	-		
Other count providence	11.3	1 091	500	1008	1 100					
Other grant providers: Other		112	(25)	1008	1100	- 1	- 5	-	_	_
Working for welfer		979	1 010	I WO	1 100					
Total Operating Trunsfers and Grants	5	88 917	92 116	94 885	99 174	100 119	100 119	103 304	106 692	109 8
Transfers and Grants										
Halloral Government			-	- +	-	1297	1 297			1
Rural asset management system		-	-	- 3	-	1 297	1 297	-	-	
		-	- 1	- 5	-	-	-	-	-	
		-	-		-	-	-	-	-	
		-	-	- 3	-	-	-	-		7
		-	-		7.1			-		ļ
Other capital transfers/grants [insert desc]	11.3	-		- 6					-	
Provincial Government:		-	1 450	1960	-	-	_	630	630	
Fire Services Capacity Building Grant		-	1 450	1 483	-	- '		-	-	
Salaty Plan Implementation		-	-1	-	-	-	-	630	630	
Finance Management Support		- ;	-	477	-	-	-	- 4	-	
District illunicipality:		_						_1	_	
[meet description]		-	-		-	-	-	-		
		+	5,45	-	7.	_	-	-		
Other great providers:										
Other		-	-	-	-	-	-	-	-	
		-	-	7.0	-	-	-	-	6	
Total Capital Transfers and Grants	5	-	1 450	1980	-	1 297	1297	630	630	
TOTAL RECEIPTS OF TRANSFERS & GRANTS		88 917	93 586	96 846	99 174	101 416	101 416	103 934	107 322	109 8





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

Description	Ref	2016/17	2017/16	2016/19		Current Yes	r 2019/20		2020/21 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Oulcome	Audited Oulcome	Original Sudget	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 raise Service charges Other revenue Transfers and Subsidies - Operational	1:	- 114 321 111 869 88 917	94 340 179 002 92 118	- 80 295 142 264 94 128	101 336 154 221 96 493	- 101 336 181 661 100 119	- 101 336 181 661 100 119	- 101 336 181 661 100 119	117 395 184 589 103 304	- 118 307 182 215 106 692	119 263 189 596 109 894
Transfers and Subsidies - Cepital	1	00 317	1 450	2718	2 681	1 297	1 297	1 297	630	630	-
Interest Dividends	П	20 727	21 753	27 904	21 899 ;	20 826	20 826	20 826	21 542	22 696	23 135 -
Payments Suppliers and employees Finance charges Transfers and Grents	1	(294 886) (7 276)	(321 199) (5 474)	(282 308) (3 663) (2 234	(359 643) (173) (1 200)	(387 216) (3 391) (4	(397 21± (3 391	(387 218) (3 391) (4 331)			
NET CASH FROM USED) OPERATING ACTIVITIES		33 571	69 422	59 104	15 815	9 905	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 reservables Decrease (increase) in non-current investments		-4	-	-	14 271	14 271 -	14 271 -	14 271	8 382 -	4 500 -	1 500
Payments		WA 0000	8396	421	/0.407b	(13.428)	(13 425)	(13.428)	0 518	(BXCD1)	5 861
Ciellial assets NET CASH FROM THE EDITINVESTING ACTIVITIES	+++	(10 690)	(8 935)	(9.220)	(9 427)	843	843	843	0.00		
CASH FLOWS FROM FINANCING ACTIVITIES Receipts		11140013	10,000	3,500 4,04							
Short term loans Benowing long term/refinencing		- [-	-	- 1	-		-	1	-	_
Increase (decrease) in consumer deposits Payments Resumment of borrowing		15 77	17.01	13 000	-] 4 271	- 4 271	14 271	4271	836	4500	11570
MET CASH FROM (SED) FINANCING ACTIVITIES		(15 412)	17 01	113 1001	4 271	4 271	114 271	(14271)	(8.382)		
NET INCREASE/ (DECREASE) IN CASH HELD Cestricesh equivalents at the year begin: Cestricesh equivalents at the war end:	2 2	7 519 228 915 234 434	35 374 234 434 289 806	36 805 289 808 306 613	6 188 256 106 262 294	(3 532) 308 613 303 891	(3 522) 306 613 303 091	(3 5224 386 613 383 891	8 504 303 091 311 594	3 447 311 594 315 041	

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 vear?
- 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

Description	Ref	2016/17	2017/18	2016/19		Current Yea	ır 2019/20		2020/21 Medium Term Revenue & Expenditure Framework				
R thousand	ı	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 +/ 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	-	-	-	-	-	-		_		-		
Cook and investments available:		234 434	269 808	306 613	262 294	303 091	303 091	303 091	311 594	315 041	315 14		
Application of ceeh and investments													
Unspent conditional transfers		1713	1 419	-	-	-	-	-	-	-	-		
Unspant borrowing		-	-	-	-	-			-	-	-		
Statutory requirements	2		-1		-	-	-	-	-	-	-		
Other working capital requirements	3	(31 523)	(56 847)	(49 246)	(23 023)	(13 545)	(13 646)	(13 646)	(17 457)	639	18 45		
Other provisions		78 483	103 536	101 929	79745	79 745	79 745	79 745	79745	79745	79 74		
Long term investments committed	4	-	11	-	- [-	-	-	-	-	-		
Reserves to be backed by cash/investments	5												
Total Application of cesh and investments:		48 672	48 106	52 683	56 722	65 099	66 099	66 099	62 288	80 384	98 204		
Surplue(shortfall)		185 762	221 700	253 929	205 571	238 992	236 992	236 992	249 306	234 657	216 937		

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.

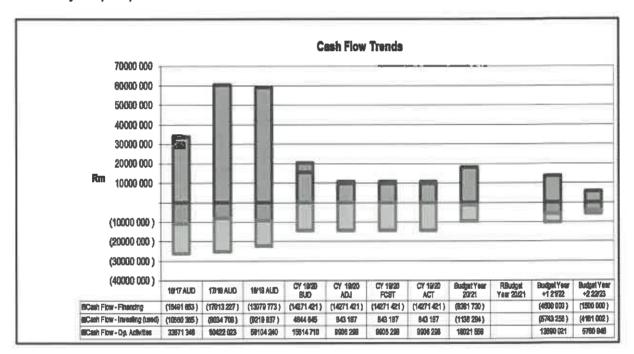


Figure 8 Cash and cash equivalents activities

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





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

Description	MFNA	Ref	2016/17	ed Audited	2018/19 Audited Outcome		Current Yea	12192		202021 Nedium Term Ravenue & Expenditur Framework			
осолирист	section	ING	Audited Outcome			Criginal Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year + 2022/23	
nding mesures													
Cashcash equivalents at the year end - R000	18(1)b	1	234434	269 808	306 613	202 234	303 091	303 091	303 091	311594	315 041	315 14	
Cash + investments at the yr end less applications - RVVV	18(1)b	2	185 762	221 710	253 929	205 571	236 992	236 992	236 992	249 306	234 657	216 93	
Cash year entimonthly employeedsupplier 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	
Suplust(Defail) excluding depreciation offsets: RXXV	18(1)	4	48 781	30727	17224	591	(7 268)	(7268)	[7 268]	5(00)	(1037)	(18 79)	
Service charge rev % charge - macro CPIX target exclusive	18(1)4(2)	5	NA.	(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)2,(2)	6	89,5%	113,7%	94,4%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
Debt impaiment expense as a % of total billable revenue	18(1)2,(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);19	Į.	99,9%	99,9%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
Bonowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%	0,0%	Q/%	0,0%	0,0%	0,0%	0,0%	
Grants % of Covt legislated/gazetted allocations	18(1)2	10								0.0%	0,0%	0,0%	
Current consumer debions % change - inor(decr)	18(1)a	11	NA.	(17,5%)	78,2%	(83,996)	0,0%	0.0%	0.0%	(32,9%)	0.7%	0.7%	
Long lam receivables % change - incr(decr)	18(1)a	12	NA.	166,7%	(42,7%)	(34,5%)	0,0%	0.0%	0.0%	43,3%	(14,0%)	(12,6%)	
R&M % of Properly Plant & Equipment	20(1)(vi)	13	16.5%	11,2%	12,3%	13,6%	19,6%	19,6%	14,1%	13,4%	13.9%	15,2%	
Asselvenered % of capital budget	20(1)(vi)	14	0.0%	20%	0.0%	8.1%	5.1%	5.1%	0,0%	19%	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.

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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%.





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 be 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.





1.14 Expenditure on grants and reconciliations of unspent funds

Table 34 MBRR SA19 - Expenditure on transfers and grant programs

Description	Ref	2016/17	2017/18	2016/19	Cu	rrent Year 2019/2	1	2020/21 Mediu	n Term Revenue Framework	& Expenditure
thousand	П	Audited Outcome	Audited Outcome	Audited Outsome	Original Banyer	Adjusted Thetget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year + 2022/29
XPENDITURE:	1									
perating expenditure of Transfers and Gra <u>nts</u>				The state of the s						
National Government:		86 650	89 529	92 693	97 414	94.733	94 723	100 876	103 403	108 85
Local Government Equitable Share	11.7	82 194	84 972	88 406	92 706	92 708	92 708	95 113	99 782	
Finance Management		1 260	1 250	1 000	1 000	1 000	1 000	1 000	1 000	10
Municipal Systems Improvement	11	143	- [-	-				_	·
EPWP Incentive	11 1	1 038	1 100	1047	1 027	1 027	1 027	1 184		
Rural asset management system		1 980	2 207	- 1	-		- 1	-	100	
fresh water lanks		55	-	2 241	2 661		- 3	2 579	2 721	25
Runi asset management system				2.241	2001			2018	2121	2 94
Provincial Government:		1 100	1 602	1 184	680	5 386	5 306	2 428	3 209	30
Finance Management Capacity Building		271	250	1 082	380	3 008	3 008	401	-	
Finance Management Support		744	1 115	-	280	490	480	-	1.00	
Greenest Municipality Competition		25	75	- 1	- [1900	1 900	1 470	1 693	24
Safety Plan implementation Other transfers and grants (insert description)	ų.	129	162	102	-	1800	1 900	1 970	1983	- 43
Regional Skille Co-ordinators (West Count Business Development Forum)		140	IOE	IUE			- 1	500	524	
Fire Services Capacity Building Grant	1	100		31	- 3			-	935	
Community Development Worker Operational Support Grant	11	. 1		3			_	57	57	
			1							
District Nunicipality:	11.3	-	_			- 1	- 2		-	-
finent descriptorij	11			34	- 5	- 5	1	1 5	100	1 8
Other grant providers:		1 891	985	1 008	1 100	-	-			-
Other	41.1	112 g79	1010	1 008	1 100	- 2		- 2		
for secer ford operating expenditure of Transfers and Grants:		9/9 : BB 917	92 116	94 865	89 174	100 119	108 119	103 304	106 692	109-80
		00.017	94 110	84 003	00 174	100 110	100 110	100 407	100 000	1000
apital expensions of Transfers and Grants		1								
National Government:			-			1 297	1 297		-	
Rural accet management system	0.1	-	-			1 297	1 297	-	-	3
		1.0	~	:=	41	-	- 1	-	-	
	0.1	1.77		127	7.0	- 2		- 3	-	
		94		- 31	-		- 5	-	1	
Other capital transfers/grants [insert desc]			-		-	-		_		
Other capital Talastangrains (metricesco)	11 1				_	_				
Provincial Government:			1 450	1 463	_	-	-	630	630	
Fire Services Capacity Building Grant		-1	1 450	1 483	-				-	
Safety Plan Implementation		_	-	0.0	-	- 25	- 3	830	630	
Cistrict Municipality:		-	-		-	-	-		-	
(meet descaption)		-	-1		-		-	-	1	1
			-	-	-					
Other grant providers:			_		_			_		
Other							- 0	-		-
		_			+	_		_		
Total capital expenditure of Transfers and Grants		-	1 450	1 483	-	1 297	1 297	830	630	
								-		_





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

Description	Ref	2016/17	2017/18	2018/19	Cui	ment Year 2019/2	0	2020/21 Mediu	m Term Revenue Framework	& Expenditure
t thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budger	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year 1 2022/23
perating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year			-	-	- 1	- 1	-		-2	
Current year receipts		86 658	89 529	92 693	97 414	94 733	94 733	100 ETH	103 483	106 8
Conditions met - transferred to revenue	1.0	86 658	89 529	92 893	97 414	94 733	94 733	100 876	103 483	106 8
Conditions still to be met - transferred to liabilities Provincial Government:		-	-	-	- 1	-	-		-	
			_			_		_		
Balance unspent at beginning of the year		1 168	1 602	1 184	- i 660	5 386	5 386	2 428	3 209	30
Current year receipts Conditions met - transferred to revenue		1 168	1 602	1 184	660	5 388	5 386	2 428	3 209	30
Conditions still to be met - transferred to liabilities		1 100	1 002	1 104	- 1	2 368	3 300	2 920	3 208	
Cistrict Municipality:		-	-	-	ì	-				
Balance unspent at beginning of the year			-	-	-	-	-	-		22
Current year receipts		1.00	-	-	- 49	-		_	-	
Conditions met - transferred to revenue			-	-		-	-		_	
Conditions still to be met - transferred to liabilities		7.4	-	-	- 1	-	-	-	-	
Other grant providers:										
Balance unspent at beginning of the year		4 004	-		- 1	- 1	-	_		
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	-	40.647	00.440	04407	- 1	400.440	400 440	400 004	106 892	109 8
otal operating transfers and grams revenue otal operating transfers and grams - CTBM	2	88 917	92 116	94 885	99 174	100 119	100 119	103 304	100 992	109 0
	-		_	-				-		
apital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		-	F-1	-	- 2	-	-	- 3	-	
Current year receipts		. 10	nc flavor	-	-	1 297	1 297			
Conditions met - transferred to revenue		- +			-	1 297	1 297		_	
Conditions still to be met - transferred to liabilities Provincial Government:			-	-	-	-	-	7	. – I	
Balance unspent at beginning of the year		121	-	-		- 1	_	-	-	
Current year receipts		(4)	1 450	1 980	- 30	84	_	830	630	ĺ
Conditions met - transferred to revenue			1 450	1 960	-	-	-	630	630	
Conditions still to be met - transferred to liabilities			-	-	- 2	- 1	-	-	-	
District Municipality:										
Balance unspent at beginning of the year		-		D	-	-	-	-	~	
Current year receipts		241	-	-	2		-			(1
Conditions met - transferred to revenue			=	-		The state of the s	-	TO ME ON THE PERSON		-
Conditions still to be met - transferred to liabilities Other grant providers:		-	1.5	-	- 2	-	~	-		
Balance unspent at beginning of the year				_				_		
Current year receipts					<u> </u>	- 3	_	- 2		
Conditions met - transferred to revenue			-		- 2	*	-			
Conditions still to be met - transferred to liabilities						-			-	
otal capital transfers and grants revenue			1 450	1 960	-	1 297	1 297	630	630	
otal capital transfers and grants - CTEM	2		-	-	-	-	-	-	-	
OTAL TRANSFERS AND GRANTS REVENUE			A2 884					103 934	107 322	109 8
U IAL IKANOPERO ANU WANI 6 NEVENUE		88 917	93 568	96 848	99 174	101 418	101 418	103 934	107 322	108 0



1.15 Councillor and employee benefits

Table 36 MBRR SA22 - Summary of councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2016/17	2017/18	2018/19	Cur	rent Year 2019/2	0	2020/21 Medlu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +: 2022/23
	1	A	В	C	0	8	F	G	Н	
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		4 223	4 467	4 822	5 124 1	5 124	5 124	5 444	5771	6 148
Pension and UIF Contributions		224	240	219	270	270	270	287	304	324
Medical Aid Contributions		107	121	98	141	141	141	150	159	169
Motor Vehicle Allowence		611	681	622	780	780	780	829	679	936
Caliphone Allowance		283	434	378	444	444	444	444	444	473
Housing Allowances		-	- 1	-	-	- 1	-	_	-	-
Other benefits and allowances		-	- 1		-	_				
Sub Total - Counciliors	Ī	5 447	5 942	6 140	6 760	6 760	6 760	7 155	7 557	8 048
% Increase	4		9,1%	3,3%	10,1%	-	-	5,8%	5,6%	6,5%
and as the second of the Manufalantia.	2									
Senior Managers of the Municipality	4	4775	3 964	4 492	5 116 !	5 116	5 116	5 878	6 246	6 636
Basic Salaries and Wages Pension and UF Contributions							5 116 200	5 878 238	253	268
		349	255	172	200	200			105	
Medical Ald Contributions		137	108	67	58	58	58	99		112
Overline		-		-		-	-	-	- 4 040	4 44
Performance Bonus		160	315	533	30	907	907	987	1 049	1 118
Motor Vehicle Allowance	3	612	384	432	492	492	492	459	488	518
Celiphone Allowance	3	81	72	81	92	92	92	86	91	97
Housing Allowances	3	-	- 4		- 1	- 1	-	- 3	-	-
Other benefits and allowences	3	210	0	0	0	0	0	0	1	1
Payments in lieu of leave		-	3	- [-	- [-	-	-	-
Long service awards		42		- 1	- }	- i	-	-	-	-
Post-refrement beneft obligations	6		-	04	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	4		(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	114 760	114 780	116 996	126 484	136 331
Pension and UF Contributions		15 267	16 755	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	B 132	8 132	9 857	10 849	11 927
Overime Overime		8 774	8 007	8 799	13 131	12 431	12 431	14 032	15 969	16 939
Parformance Bonus		6908	7 688	8 483	9 409	12431		14 032	10 308	10 338
7 414071144						1.040	4.040			5 590
Motor Vehicle Allowance	3	6 617	7 268	7 661	4 622	4 646	4 646 711	4 814 749	5 193 749	3 08t
Celiphone Allowance		785	688	723	711	711 1		1 484	1 577	1 670
Housing Allowances	3	1 245		1 280 8 918	1 360 . 7 860 l	1 360	1 380 17 287	1 464	19715	21 13
Other benefits and allowances	3	9 861	H 997			17 287			1969	21 133
Payments in lieu of leave		835	133	1779	1 465	1 465	1 465	1 939		2 207
Long service awards		1 322	1394	1 548	1 677	1 677	1 677	2 113	2 260	_
Post-refrement beneft obligations	6	6 986	6 881	8 300	3 356	3 356	3 356	8 337	8 728	9 139
Sub Total - Other Municipal Staff	ا , ا	149 209	159 694	170 329	186 511	185 140	188 140	200 388	216 772	232 961
% Increase	4		7,0%	6,7%	9,5%	(0,2%)	_	7,7%	8,2%	7,5%
Total Parent Hunicipality		161 025	170 733	182 268	200 555	200 185	200 185	215 291	232 561	249 756
			6,0%	6,8%	10,0%	(0,2%)	-	7,9%	8,0%	7,49



Table 37 MBRR SA23 - Salaries, allowances and benefits (political office bearers/councillor's/ senior managers)

Disalactura of Calarian Allamanean P Decelle 4	Ref		Salary		Allowances	Performance	in-kind	Total
Disclosure of Salaries, Allowances & Benefits 1.	Ker	No.		Contribution 1.		Bonuses	benefits	Package 2.
V								
Councillors	3			4=0.000	44-040			7 044 079
Speaker	4		571,769	156,060	117,046		1	844,875
Chief Whip		/ - II						_
Executive Mayor		-	932,927	53,142	58,930		- 1	1,044,999
Deputy Executive Mayor		-	609,881	- 1	234,995			844,870
Executive Committee	ļ	- 1	1,386,515	- 1	273,956		ſ	1,660,47
Total for all other councillors			1,943,278	227,935	588, 165			2,759,37
Total Councillors	В	=4	5,444,370	437,137	1,273,092			7,154,599
Senior Managers of the Municipality	5							
Municipal Manager (MM)	-	_	1,588,891	43,856	148,949	269,886	,	2,051,58
Chief Finance Officer		_	1,559,623	2,017	97,949	244,860		1,904,44
Director Technical Services	111	_ [1,451,345	59,295	148,948	236,599	,	1,896,18
Director Corporate and Community Services			1,278,494	232,147	148,949	236,112	,	1,895,70
Director Corporate and Continuing days cas		<u>-</u>	1,2/0,404	£3£, 14/	140,018	200,112		. 1,000,700 e
	j		Į į	: <u>[]</u>			1	_
List of each offical with packages >= senior manager	1	-	_	_	-	-		_
ust or each orneal with packages >= sellior manager		- 1	- 1	- 1	-	-		-
	1		-	-1	- 1	-	1	<u> </u>
	- 11	- 1	_	-	-	-	1	,
		_ 1	_	- 1	-	-		* -
		II – II	-	_	-	-		-
	3	-	_	- 1	_	i - I	1	-
		-	_	_	_	-	}	-
	-1.0	-	_	D _U	_ .	_		_
		-	_		_ :::	_	1	_
		M _ N	_	0	_			
	i.	_	_	li _ iii	_	==		_
	-		_	0 28	_	_	1	_
	value dans				_	_		_
Total Senior Managers of the Municipality	8,10	T-	5,878,353	337,318	544,795	987,457	unhouses	7,747,920
A Heading for Each Entity List each member of board by designation	6,7							
	14 0	0 - 1		_	_:	- 1		
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		J - I	37	-	-	- 1		-
		- 1	-	-	-	-		_
	View of the last	1	9.1	-	-//	-		-
		10.0	20	-	-	-		· -
otal for municipal entities	8,15	-		-		-	no 5 00	_
TOTAL COST OF COUNCILLOR, DIRECTOR and	10	-	11,322,723	774,452	1,817,887	987,457		14,902,51



Table 38 MBRR SA24 - Summary of personnel numbers

Summary of Personnel Numbers	Ref		2016/19		Cui	rent Year 201	N20	Bu	dget Year 202	¥21
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	
Municipal Council and Boards of Municipal Entities	П									
Councillors (Polifical Office Bearers plus Other Councillors)		25	10	15	25	10	15	25	10	1
Board Members of municipal entities	4	=	-)	-	-	- "	-	-	-	-
ilunicipal employees	5	-	-	-	-	-	-	-	-	-
Municipal Manager and Senior Managers	3	4	- 1	4	4	3	- 1	4	3	
Other Managers	7	17	17	-	17	17	-	17	. 17	
Professionals		262	179	83	209	161	48	209	161	4
Finance	l .	26	24	2	32	27	5	32	27	
Spatialitoum planning		[1]	1	-	1	1	-	1	1	-
Information Technology		2	2	-	2	2	_	2	. 2	-
Roads		-	_ 1	-	- 1	~	-	-	_0	
Electricity		-	- 1	_	_	-1	-	_	-	
Water		-	- 3	_	_ 1	_	-	_	_	
Sanitation		_	-	_	_	- 1	_	_	_	
Refuse		_	- 1	_	_	_ /	_	_	_1	
Other		233	152	81	174	131	43	174	131	
Technicians		337	286	51	335	305	30	335	305	,
Finance		_	_	_	_	-	_	-	-	
Spatial/town planning		_	_	_	_	_	_	_	_	
Information Technology	Ш		_	_	_	_	_	_	_0	
Roads		243	198	45	219	204	15	219	204	
Electricity				_	_	_			_	
Water	Ш	94	88	6	116	101	15	116	101	
Sanitation		-	-		_			_	-	
Refuse	Ш	_		22		_		b _		
Other		_0	_		_	_		_		
Clerks (Clerical and administrative)		0		-	_	_	_	_		
Service and sales workers	10		_	-	_	_	_	_		
Skilled agricultural and fishery workers		- 7					_ [
Craft and related trades		_ [_	_	_					
Plant and Machine Operators		27	27	_	27	27		27	27	
Hementary Occupations	i d	_	_	_	-	-	_ [-	-	
OTAL PERSONNEL NUMBERS	9	672	519	153	617	523	94	517	. YA	-
% Increase		0/2	313	130	(8.2%)		(38.8%)	110	- 423	
					10 5 40	6.03	200000	_		
otal municipal employees headcount	6, 10		-	-	-	_	- 1	-	-	
Finance personnel headcount	8, 10		28	2	32	27	5	32	27	
Human Resources personnel headcount	8, 10	5	5		5	5	-	5	5	



Monthly targets for revenue, expenditure and cash flow

West Coast District Municipality

Table 39 MBRR SA25 - Budgeted monthly revenue and expenditure

August Oppi, October Reventsher December August August March Appil March	Description	_														Fransawork	
1,000 1,00	Thousand		State	Angust	Sept.	October	November	Documbor	January	February	March	April	May	June		Σ	Budget Year +2 2022/23
1,127 1,129 1,12	Sevence II. Source	H															
1,12, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	Property rates	_	-	ı	1	ı	1	ı	1	1	I	1	1	ì	l	IJ	
1,12,	Service charges - electricity reverse	_	127	25	21	LB	88	131	61	2	118	8	8	114	808	800	1001
10 10 10 10 10 10 10 10	Service charges - water revenue	_	16 220	7.248	970	7 078	7.453	16774	7 780	1 1	14 626	3 080	4 975	14 609	116 322	117 181	118 081
The condition of the co	Service charges - server months	_	2 00	0 7	n 4	0 4	7	2 9	p kr	- M	7 6	2 (1	¢ 177	Ž e	3 8	2	978
The conditional state of the conditional state	Rental of teclline and equipment	_	ACC	180	163	178	186	417	103	333	300	20	126	282	2 882	3 023	3.4
The control of the co	Informat earned - external investments	_	3006	130	1 213	1341	1380	3.108	1637	-	2 7AB	720	801		24 542	22 686	23.12
The conditional state of the conditional state	Internat earned - cutationaline debices	_	9	4	7	7	4	9 0	7	10	4	0			198	8	
The conditional space of the conditional space	Dividends received	_	1	Y	1	1	+		1	T	1	1		1	1	1	1
The control of the co	Pines, penalises and forfeits	_	_	0	0	0	-	-	_	- 4-	-	0		-	10	60	do
14 15 15 15 15 15 15 15	Learnes and permits	_	la la	88	83	18	28	8	72	22	52	14		52	411	422	432
14 15 15 15 15 15 15 15	Agency services	_	21 189	9 468	6 555	9 248	9 736	21 908	10 137	11 684	19 386	5 082	8 4	19 084	151 950	149 035	156 065
1	Transfers and subsidies	_	14 405	6 435	5 816	982 9	8 619	14 894	6 692	7 943	13 166	3 455	*	12 974	103 304	106 682	108 86
The contribution 20 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Offer revenue	_	4 080	1827	1 651	1 785	1878	4 229	1 857	2 255	3 738	196	122	3 683	28 329	29 728	28 94
16 77 14 42 14 42 15 15 15 15 15 15 15 1	Ceins	1	28	8		8	- 1	16	42	8	8	2	27	(191)	4	Ų	1
1, 1, 1, 4, 5,	stal Resense (secluding capital transfers and contribute	in the	20 62	28 623		28 014	27 281	P1 641	22 52	32 874	24 418	14 290	12 284	22 00.1	78 87	51 SQ	#17
Fig. 17 Fig. 19 Fig.	penditure By Type	_	4 4 4 4 4 4	4			1										
Fig. 10 Fig.	Employee release coars	_	10 1/8	14 434			THE COLUMN	10 604	14 000	12 240	17.388	890 AL	167/3	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2017	5000	707 142
1	Debt Incatment	_	8	2	į ž	5		89	2	¥	28	74	200	113	102	7007	5 8
1	Depreciation & asset impairment	_	687	622	632	98	100	1 152	603	123	749	\$23	723	1 320	9 967	9 788	9776
1432 10220 1446	Finance charges	_	2	40	ш	-	O	1-	60	IG.	40	60	-	13	92	8	102
5 157 4 584 4 666 5 121 6 5 24 6 5 120 6 054 6 100 6 054 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Bulk purchases	_	1 153	1 029	1 045	1 150	1404	1 204	996	873	1240	1 361	1 198	2 184	14 837	15 579	16 358
100	Other materials	_	5 137	4 584	4 656	5 121	6 254	5 385	4 448	3 867	5 522	8 085	5 328	9 730	68 094	63 087	62.23
Total State	Contractor services	_	2 038	1 516	1 845	2 030	2478	25	1 783	1540	2 188	2 403	2111	3.856	26 182	26 353	25.
23 622 25 9 9 8 4 8 2	INTEREST AND BAD BOLDS	_	7.645	1 70. W	88 88	2 100	871.0	7 054	F 203		113	9000	7 804	200	1 306	8/6	1003
25 622 229 998 30 472 33 516 40 559 35 116 20 100 25 457 39 138 39 622 24 858 63 659 422 355	88880	_	2 10	2	02	77	19	- 100	29	8	200	28	3 2	147	1000	905	2005
city 25 984 (5735) (7 504 (15333) 26 557 (561) (75 574 (10 61) (7 504) (10 514) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61) (7 504) (10 61	in Expenditure		33 622	29 886		33 518	48 130	35 110	28 108	25 457	36 138	20 602	24 858	63 698	432 565	440 867	489 750
Company Comp	physipaldi)	+	25 194	(3.348)		(7.504)	(13 538)	72 22	(581)	7 457	18 351	(25 393)	(16.574)	(10 617)	(2) \$4.63)	(10 147)	(18 781
the property of the property o	Transfers and subsidiles - capital (monetary allocations) Neticonal / Provincial and Districts		8	H	8		4D	2	42	*	8	6	55	R	630	630	100
	framework with manager of a construency of the commence of	_	3		3	3	F		F	P	3	4	2	2	2000	200	
Inform, St. Higher 25 002 (3.184) (4.944) (7.000) (13.494) 20.022 (5.40) 7.405 (16.547) (10.534) (5.938)	hammen and subsidies - capital (monetary alocations) (Manual / Provincial Departmental																
Md-III.	Agogases, texteriorus, Non-profit Institutions,	_															
25 062 (3.194) (7.000) (13.494) 26.022 (5.40) 7.405 (16.547) (16.547) (10.534) (5.638)	Private Francisco Public Cosporators, Higher Educational Annual Companies of the Companies	_				I											
25 002 (3.194) (7.000) (13.494) 20.022 (5.40) 7.405 (16.437) (10.539) (5.638)	Transfers and Amerilles - carrie to America - 40	-	- 1	ř	174	1	() (gt		1)		1		
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	plant Dollain, also translass &	-	28 862	(3.134)	1986 19	(7 406)	(13 49))	220 82	25	7 485	18 431	(611.52)	(18 547)	(10 538)	(5 638)	(10.25T)	HS 794
	Taxaban Inches	_	,			ı	1	1	i	1	-	1		1		1	7
	Ambushie brittensten	_	1	1	1741	1	J.A.	1	1	1	119	9	210	1	ī	T	1
	From of suplest minim of associate		1	No.		I)				1	1	P		I	A STATE OF THE PARTY OF THE PAR	100	
1 28 002 (3.124) (6.545) (7.444) (7.464) 20 022 (5.44) 7.405 10.431 (10.541) (10.541) (10.541)	Appendicts - C.		290 922	(3.224)	19 3841	7 4643	(13.408)	28 622	SHALL	7 485	18 431	(25 272)	(10.547)	110 538	(\$695)	110 2573	118 731
	Ala																
41.4																	

2020/21 Final Budget and MTREF

West Coast District Municipality

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

Description	2						Budget Year 2020/21	r 2020/21						Francock	Francourk	
Riboussind	-	ž.	Augest	Sept	October	November	December	January	February	March	April	2	June	Budget Year 20207:1	Budget Year +1 2021/22	Badget Year 2022/23
Secure by Vote		400	7 000	Water P	4000	and o	and d	790	4	700	404	400	200	0.400	200	
VOB 1 - EXECUTIVE AND COUNCE		240	36	9/1		AUZ	435	LIZ.	243	ALIZ	90.	2	100	2 136	3000	ACL S
VOIB 2 - FINANCE		17 618	78/2	7.113	7 5565	9 189	18 216	04/28	a Va	ZDL 91	4 26	2 403	/90 CL	120 342	126 /41	130 061
Volb 3 - ADMINISTRATION		3280	1 465	1324	1 431	1 507	3391	1 500	1 309	2 998	787	1 006	2 954	23	26 084 26 084	PS
Vote 4 - TECHNICAL		17 078	7 629	9 9 9	7 452	7 847	17 658	8 170	9417	15 609	4 086	5 238	15 382	122 473	123 652	124
Volb 5 - AGENCIES		21 200	9.471	8 560	1926	9.741	21 920	10 142	11 680	19 377	5 085	6 502	19 094	152 033	149 122	156 177
Vote 6 - INAME OF VOTE 63		1	1	•		1	1	ŀ	ı	I	ı	ı	1	ı	1	
Mark 7 Patrick Colored		l						1								
VOID / - [NAMME OF VOIE /]		ı	ı	1	ı	I	I	I	I	Ť	ı	ı	1	ı	1	
Vote 8 - PNAME OF VOTE 8]		ı	I	1	ı	I	ī	ı	I	I	I	I	():	1	1	
Vote 9 - [NAME OF VOTE 9]		I	I	I	1	ı	ī	1	I	ī	ī	1	I	1	I	
Vote 10 - INAME OF VOTE 10		1	1	1	ľ	1	I	ı	I	I	ı	I	1	1	1	
Vote 11 - DAME OF VOTE 111		1	ı	1	1	1	ı	1	1	1	1	ı	I	ı	I	
Vote 19 - RANGE OF VOTE 12			1	1	,	1		1					-			
MALE AND DESCRIPTION OF ACTUAL AND		ı	ı	l	ı	I			l		ı		I			
VOID ID-				1		1			I	1	1	I	I		1	
Vols 14 - [NAME OF VOTE 14]		ı	1	1	1	ī	ī	1	T	L	I	I	I	ī	I	
Vote 15 - PWAME OF VOTE 15]		I	ľ	I	I	ľ	1	1	1	1	1	1	1	1	1	
otal Revenue by Vota		950	22 623	24 070	28 014	77 391	M 641	N	22 674	27 489	14 299	18 284	2000	621 T28	430 609	#
Emandians by Vote to be appropriated																
Vote 1 - EXECUTIVE AND COUNCIL		2.589	2310	2 346	2.881	3 151	2703	2241	92	2 782	3 056	2684	4 903	33 305	33 862	
Vota 2 - FIVANCE		2752	2456	2 495	2744	3.35	2874	2 383	2 082	2 958	3.249	2854	5213	35411	37 927	
Vote 3 - ADAMSTRATION		9999	2 949	6043	6647	6117	6 963	5773	5 046	7 167	7.871	6.913	12 629	86 783	92 033	
Vols 4 - TECHNICAL		962.6	9 74D	10000	9 788	11 925	10 230	8 481	7 411	903 01	11 595 1	10 156	18 554	126.030	127 923	
Vole 5 - ACENCIES		11 M7	10.543	10 710	12/2	14.386	12.340	10.234	8 940	107.01	13 951	12 250	23.80	150 033	149 122	156 176
Vols 6 - DAME OF VOTE 6		,		ı	1	1	1	1	1		1	ı				
Vote 7 - Datase Of VOTE 7											Marie 1		-			
Vote 8 - DAME OF VOTE 8				, ,	1			1		1						
VOE 0- INTRACTOR VOIE 0		ı	ı	ı	ı		1		1		I		ı		1	
VORD 9 - [INVINE UP VOIE 9]		ı	1	ı	ı	1	ı	ı	I	1	I	1	1	1	1	
Vote 10 - INAME OF VOTE 10]		I	I	I	I	I	I	I	T	I	I	1	I	I	I	
Vote 11 - [NAME OF VOTE 11]		I	I	I	I	I	I	ī	I	B	ı	l	ı	ì	1	
Vote 12 JAMME OF VOTE 12		ı	I	1	I	I	I	I	I	I	I	I	I	I	I	
Vote 11- III WE OF VOTE 13		I	i	I	ı	ı	ı	1	I	1	ı	I	1	1	I	
Vote 14 LIMING VOTE 14		I	I	i	I	ı	ī	ı	I	I	ı	T	I	1	T	
Vote 15 - WATE OF VOTE 15		-	I	1			1		ı	1	j		I	1	1	
on Expenditure by Vote		23 622	366 627	38 472	33 518	40 930	35110	29 189	25.437	36 138	39 882	24 838	099 63	412 565	798 077	994
myles (Dallott) before apport	Ħ	78.87	(3.365)	(8 402)	(7 504)	(13.538)	28 SQ1	(986)	7 437	18 354	1141 (22)	(16 574)	(1966)	(5039)	(10.257)	93)
DI U						S 1	ı	I		ı	1			_	٠,	
		I	I	ı	I	'	ı			I	ı	ı		1	ı	
5	ŀ							1999			ope age		100000	and and	olo tett	100
Supply#Descrip - 2.5	-	100 00	(3.305)	12 400	10000	(13 232)	TE 97	(Squi	/ 43/	16 321	103 ##400	119 3541	12 301	0.000	110 42/1	01

2020/21 Final Budget and MTREF

West Coast District Municipality

Table 41 MBRR SA27 - Budgeted monthly revenue and expenditure (standard classification)

Donerlpfton	7						Budget Year 2020/21	- 2020721							Francourk	
R theusemed	_	į	August	충	October	November	Decamber	January	February	Barch	April	1	o III	Budget Year E 2020/21	Budget Year +1 2021/22	Badget Year +2 2022/23
Reyout a - Functional											-		1	900	420 000	140 040
Governmence and administration		1 S	782		100	2020		7 S		10 STC 01.	F .	040	787	2 5	2 323	2435
Executive and extrained on		136 7	7.845	7 090	7 663	9008	18 158	8 402	9684	16 061	4 212	5 386	15 817	125 839	127 877	130 258
Internal audit		ı	10	Ī	I	Ĥ	ı	1			I	ı	1	i	1	
Community and public sufety		3 001	1743	15/2	170	1733	4004	1 200	2 151	2 586	936	1187	3514	27. 97.6	25 St	¥ 57.
Community and social services		1	34	1	1		1 0	1 8	1 8	1 [1 8	1 8	1 2	1 400	Z64_ F	4.7
Sport and recreation				66 E	273	188	737	867 28	8 8	1 674	150	192	1510	12 178	15 008	15.085
Public salary	-	1 677	2	130	132	3	1736	BUZ	9		1	1 0	2 1	N 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		
	_	1 200	714	979	88	19	1 653	785	288	1 461	383	480	1 440	11 468	11 046	11 715
Frommir and englesomerals services		21 637	9886	8 736	9 442	9	22 372	10 352	11 931	19 7.18	5 190	903.9	19 400	155 158	122 424	150 66H
Planning and development	_	2	19	25	ह	88	8	37	43	71	61	22	R	768	38	909
Road Saveport		21 560	9 632	8 705 1	9046	906 6	22 282	10314	11 689	19 705	5171	6 612	19 418	154 612	151 843	159 055
Environmental protection		1	I	I	I	1	į.	1	ı	1.0	ı	I	ij	ī	1)	
Trading cardices		16 223	7207	9 559	7 078	7454	16 774	7.761	100	14 628	3 891	4976	14 611	118 348	117 195	118 080
Energy sources		1	(1	1	L	1 :	į		1	1	1 8	1 8	1 70 79	1 66	447 405	1 20 000
Waler management		16 223	/8/	0000	6/0/	1404	16 //4	130	OMA P	14 0/00	2 03	D.E.	100	250	200	9
Waste water management		0 1	I	£11	ıű	ı	1			1			1	Ď	()	
Waste management		-	1	+		1 1		1		1 1			1	1	1	ı
Total Revenue - Functional		90 00	28 623	24 670	28 014	Z7.39H	FH 64H	75	32 874	24 489	14 200	18 284	23 694	427 528	430 608	441 959
E wandlers - Placebons			A44 1 MA		=	1	i		3							
Covernance and administration	=	2,000	4 461	4 831	484	8 008	522	4 328	**	5 374	200.5	10	9.48	64 322	900 900	7 300
Executive and council	_	1 140	1017	1 033	178	1388	1 180	286		52	1346	- c	2 158	14 664	14.478	15943
Finance and administration	_	3690	3 287	B (2)	1984	4 466		2012	7 780	5 972	4 200	3 83	0 390	2 147	20 ZES	70
		201 9	2002	2004	CHI W	2 2	0989	N N	7	7.007	77/2		12.428	12718	200 787	97 064
Community and posted partition	=	100	1	180	1 5	26	207	221	B	243		306	376	2 555	2644	
Sand and recreation		949	480	84	250	999	573	475		280		699	1 040	7 083	7 664	
Public safety		3 662	3 258	3310	3641	4 446	3814	3162	2	3 925	4	3 786	6 917	46 986	52 406	398
Housing		b	I	1)	l	1	I				1	1	1	1		
Heath		2162	1938	1 980	2 156	2 632	2 258	1872	1636			2342	4 085	27 820	28 072	30 267
Economic and environmental services		12 621	1 430	1 620	12 731	12 600	2000	11 160		13	10	13 292	24.283	197 50	162 735	1267
Planing and development		200	717	27	5	226		989		-1.		633	1 322	10 336	10 912	11 01/
Road transport		12 018	10 722	10 8aZ	11 88-11	14 630	125	10 404	20	12 91	14.18/	8C# 7	19/27	710 401	240 101	201
Tradition re-occur		- C98 0	3008	201-8	1 02.00	10 064	9 405	7.788	9814		10 630	9336	17 659	115 877	117 134	116 277
Special Special		1	1	1	,	1	1	1		1	I	1	1	I	1	
When manheomia		9 007	8 038	8 163	6 979	10 964	9 405	787.7	6 814	9 680	10 632	9 338	17 058	115 873	117 129	118 273
Trime ways down ameni		ı	1	1	ŀ	1	A	l		I		I	I	(W.	
Washington of the Control of the Con		0	0	0	0	0	0					0 77	100	4 900	1404	
- Punet		3	200	24.	27	2						1007	1960 GB	CHEST CAN		ALC: TSD
Total Exposedition Characteristics			20 27	2472	15 EX	40,830			Q	R			00 00	714		
galua@allog helstq assoc.		78.57	(3 365)	(204 8)	(7 584)	(13 538)	28 554	(198)	7 437	18 351	(25 383)	H/2 91)	(388.0)	(ACD 5)	(10.257)	(15 at)
And the of supplied the tree of secondary		ı		4	1						13			122	1000000	
Application of 1	4	25 994	(3.345)	(5.662)	(7.584)	(13 538)	16	(588)	7 437	18 351	(25.353)	(16.574)	(3.867)	(5.039)	(10.257)	

Supranout Co

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

West Coast District Municipality

														Madin To	Modium Term Bearenie and Sector-	Eventual officers
Description	2						Budget Year 2020/21	HZ/DZDZ.							Franceork	
Ribourned		Î	August	Sapt	October	ž.	Der	- January	ź	12.1	April	P.	Star	Bedget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Multi-year expectations to be appropriated	-	ç	8	8	3	ē	8	5	8	22	7	76	128	43	OR	<u>'</u>
VOIE 2 - EMANCE		2 1	1 &	8 41	\$ 8	2	7 %	2 69	3 8	11.	5 8	5 14	3 4	1	3 2	•
Vote 3 - ADMINISTRATION		100	3 5	2 28	28	3 2	2 59	2	82	8	120	8	- 68	342	5480	3160
Yore 4 - TECHNICAL		83	2	722	219	12	282	118	28	27	8	78	2	2820	1 960	203
Vote 5 - AGENCIES		1	,	1	1	1	1	1	1	ı	1	T	1	1		1
Vote 6 - PAAME OF VOTE 61		1	ı	1	1	1	1	ı	ı	ı	0.	1	1	1	1	ı
Vots 7 - BVAME OF VOTE 7]		1	1	ı	ı	ı	ı	1	1	1	1	I	I	31		
Vote 8 - INAME OF VOTE 8		ı	I	I	1	1	ı	1	ı	ı	ı	I	1	1		1
Vote 9 - BUAME OF VOTE 91		1	1	1	1	1	ı	1	1	I	11.	I	11	1	1	1
Vote 10 - INAME OF VOTE 101		1	ı	1	1	1	1	1	1	ı.	,	1	1	ı	1	
Vote 11 - INVAME OF VOTE 11		I	ı	ı	ı	1	ı	1	ı	1	Ţ	ı	I	1	1	1
Vots 12 - INVANE OF VOTE 12		ı	1	1	1	1	1	1	1	I	Į!	1	I	ı	1	
Vote 13 - INAME OF VOTE 13		1	ı	1	ı	1	1	1	1	I	Ţ	ı	ı	1		1
Vots 14 - INAME OF VOTE 14		1	1	1	ı	1	1	1	ŀ	I	T.	Ī	1	1		
Vote 15 - INMME OF VOTE 15		1	1	1	i	1	1	ŀ	1	I		ı	1	1	1	1
Capital metil-year expenditure sub-total	2	238	*	£12	13	*	2	3	ā	8	Ē,	\$	23/6	1983	100 8	100 A
Single-year expenditure to be appropriated			9	ş	8	\$	7	0	ş	. 6		9	8	AUG	000	
YOUR I - EACLOHIVE AND COUNCIL		P 4	2 1	3 5	3 =	2 4	5 \$	2 4	3 0	9 \$	7	7 16	8 9	130	210	1 0
Vote 3 - ATMINISTRATION	_	r 16	- 5	3 2	= 8	- g	2 8	₽ 2	b [2	2 F	2	4	2 E	2 6	1 503	D 15
Vote 4 - TECHNICAL		7	2 1~	<u> 123</u>	2	; eo	9	. "	; 2	2 62		60	4	150	12	18
Vote 5 - AGENCES	_	1	1	ı		1	I I	1	1	1	-	ı	1	ı	1	
Vote 6 - INAME OF VOTE 69		ı	1	1	1	1	ı	ŀ	1	1	Ť	ı	ı	1	1	
Vote 7 - [NAME OF VOTE 7]		ı	1	1	1	1	1	1	1	I	4	ı	I	1	1	
Vota 8 - [NAME OF VOTE 8]		ı	1	ı	1	1	1	1	ì	I	1	T	ı	ı	1	
Vots 9 - DVAME OF VOTE 9]		1	1	ı	1	1	1	1	1	I		1	I	1	1	
Vote 10 - INVAME OF VOTE 10)		1	1	ı	1	1	ı	1	ı	1	Y	1	I	I	1	
Vote 11 - [WAME OF VOTE 11]		1	ı	I	1	ı	ı	I	1	I	ī	1	1	ı	1	
Vote 12 - PVAINE OF VOTE 12		ı	ı	I	1	1	1	ı	1	I	1	I	I	ı	1	
Vote 13 - PMANE OF VOTE 13		ı	1	1	1	1	1	1	1	1	ı	1	I	(0	1	1
LOW 14 - INAME OF VOTE 14		1	1	ı	ı	ı	1	ı	1	I	1	ı	1	1	1	'
MONEY - INMANE OF VOTE 15)		1	1	1	1	1	ı	1	1	1	1	1	ı	1	ı	1
Capital strokeyear oppositions sub-total	2	3	2	12	113	8	3	5	*	27	40	8	167	1455	2 183	*
Total Cantal Enemellation	2	279	475	908	246	411	1 000	5	/29	200	289	Yes.	2773	90.0	10.203	28

2 8 MAY 2020

West Coast District Municipality

Table 43 MBRR SA29 - Budgeted monthly capital expenditure (standard classification)

Description	2					Budget Year 2020/21	W 2020/21						Medun Te	Medium Term Revenue and Expandium Framework	Spanditure
Rithousand	ij	August	Sept.	October	Nov.	Dec.	Jensey	3	March	April	Å.	June	Badget Year 2020/21	Budget Year 41 2823/22	Budget Year +2 2022/23
201	-					1	1	1	1	1	1				
					ja l	227		121		144	111	99	2 007	2 3	8
CABCULAGE AND COUNCIL		5 5			7 1	8 ;	77	¥ ?	3	\$	8	184	022		1 9
Historica and administration			116	107	8	192	23	55	116	8	92	- PO-	1377		8
Internal autor					L	1	I	I	ı	3	ı	ī	ı	1	1
Community and public safety		22			\$	477	15	8 2	SK SK	S	249	1 319	4 528	7 260	3 502
Community and social services		1			I	ı	1	1	1	I	1	Ī	I	67.7	166
Sport and recreation		42: 72			23	12	20	88	122	10	8	421	1 447	370	16
Public safety		151		236	131	319	138	200	258	217	167	883	3 032	6 754	1 668
Housing		1			ı	1	1	1	1	ı	I	I	I		
上部計		-			2	10	2	63	4	4	(r)	15	99		
Expressic and environmental services		-			•	F	•	_	Ŧ	-	0	**	G)		
Planning and development		0			0	-	0	-	_	_	0	63	60		
Road transport					1	1	ı	ı	I	ı	1	1	ı		
Emironmental protection		1			1	ı	ı	ı	I	ı	ì	1	I		
Trading services		22	70	ā	128	313	125	188	N	213	20	998	2 570	2 130	2 078
Energy sources					1	I	1	Ī	1	Y	T	I	I		
Water management		87 148			19	333	101	198	<u>10</u>	213	164	1000	2 970	2 130	2070
Waste water management		1			1	ı	ı	1	1	ı	1	Ī	I	ı	
Waste management		1	ı		1	ı	I	I	ŀ	1	I	I	1	ı	
Other					•	0	•	0	•	0	0	-	4	1	
Total Capturi Expenditure - Functional	2	279 475			411	1 003	402	(27)	500	20	ផ	2773	9 516	10 243	2.06
Funded by:															
National Government		1		1	1	ı	ı	1	1	1	I	1		1	
Provincial Government		18 31	23	84	27	88	72	4	23	45	S	184	063	023	ı
Usatict Municipality		1		ı	I	1	I	1	1	ı	T	1	1	I	
alocatons) (National / Provincial Departmental															
Agencies, Households, Non-profit Inditations,															
Private Enterprises, Public Corporators, Higher															
Educational Institutions)				1	ı	I	1 1	1	-	1	1	Ī	I	1	
Transfer recognised - capital		2		8	7.7	3	27	44	S	45	23	#	629	903	'
Bernyking			I	I	1	1	I	1	ı	I	1	1	1		
Internally generated funds		\$.		8	383	937	373	2865	25	424	489	2 580	288 2		5 661
Conflict Counties		Anna Anna					444			-					

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2020/21 Final Budget and MTREF

Table 44 MBRR SA30 - Budgeted monthly cash flow

West Coast District Municipality

						Budget Year 202074	F0207-1						Medium Ter	Medium Term Resenue and Expenditure Framework	Expenditure
Revenued	July	August	Sept.	October	November	December	Jenitery	February	March	April	May	June	Budget Year ZG2021	Budget Year +1 2021/22	Budget Year +2 2022/23
Cart Receipts By Source		Ī		Ī	ĺ	i	İ	ĺ					-		
Property rates	(1	1	T	1	ı	1	(1	7		(ľ		(4)	
Service charges - electricity revenue	127	ā	5	8	8	5	2	2	118	R	B	*	8		- 00
Service charges - water revenue	16 220	7.248	9269	7 078	7 453	18 771	7 780	8 944	2	3 880	4 875	14 609	116 222	117 181	1180
Service charges - service on revenue	2	60	LO	60	•	X :	60	_	12	n	4	12	16	Ē	90
Service charges - refuse revenue	10	*	*	*	+	Ŗ	a	in	0	6N	FF	ZID		72	R
Rental of facilities and equipment	403	8	163	176	192	417	183	223		68	124	22	2882	3 023	3 151
histost eamed - external investments	3043	1 346	1217	1316	1384	3 115	141	1 001	2754	23	100	2 648	21 542	22 666	23 13
interest eathed - outstanding debions	1	1	ı	1	1	ı		ı	F	ı	I	1	ı	ı	
	1		1	•	(1		1	1	1		1	1	1	
Fines, penalles and tortake	1	1 3	1	1 3			1	1	,			00 (9	90	
Licences and permits	8	19	র	18	27	8	88	SH	23	4	0			42	
Agency services	21 180	9 466	988	9 246	27.0	27 908	10 137	1 694	19 386	2 082	8 400	19 084	151 950	149 035	156 085
Panglins and Subsidies - Operational	14 405	6 435	5 818	6.286	6619	14 894	6 882	7 943	13 166	3 455	4 418	12 974	103 304	106 682	109
Ofter revenue	4 080	1827	1861	- 785	1 879	4 229	1 867	2 255	3738	198	125	3 663	29 329	82,62	8
Cash Receipts by Bource	123 65	TA ST	24 085	26 92	77 354	61 550	28 479	22 825	24 408	14 278	18 257	23 540	428 624	429 211	441
Other Cash Flows by Source					***										
					***						-				
Transfer or (page of a print of representation) that and print of the page of								_							
Name of Street	88	8	19	8	8	6	ą	48	8	N	0.	æ	630	630	
					-										
The state of the s					-										
	(4		1	(1		11	34	ı	1	14	ı	1	1	1	
Proceeds on Disposal of Freed and Intergible Assets	i f	/1	1	İ	î	Ţ	i K	ı	ı	. 0	1	1	1	ì	
Short term loans	(1	ì	7	1	ŀ	ı	(1	ı	1	1	ı	1	1	1	
Borrowing long terminaling	1	í i	1	1	1	I	1)	1	1	1	1	1	i	H	
Increase (decrease) in consumer deposits	† l	à l	I	ı	ı	ì	1	I	1	11	7)	9	ı	I	
Decrease (increase) in non-current receivables	1	10	ı	0	Y	4 191	1	I	ı	ı	ı	4 181	8 382	4 500	1 500
		100		I manual	-					L STATE OF THE PARTY OF THE PAR	THE COURSE	1 2			r ii
our cann market by source	01.0 PC	459.933	24 040	4		22 22		* E E E	×	14 286	10 704		420 442	435 041	7
Manual Pagments by Type															
Employee relaied costs	16 207	14 48D	14 688	16 157	19 729	18 624	14 031	12 281	17 419	19 132	16 802	17 837	186 747	212 047	228 167
Remuneration of councilions	8 '	98	8 °	100	169	# 1°	- 6	₹,	200	<u>'8</u>	277	1063	2. 13.	7.567	60
		٥	D	,	9		Đ	0	10	iù	_	2	24	8	
Bulk purchases - Lecritary	4 450	000	1 0 4	4 450	1 8	i i	1 8	1 [1 60	1 8	1 6	1 8	1 00	· [•
Average a pressor of company	3 2	9 7	4 641	90 4	A 224	25.4	24.43	2 672	2	100	OPL I	2 104	14 85/	700 CB	eş
The state of the s	2045	1 824	1 863	2 038		2 136	2		2 197	2 414	190	3 781	28 187	20.00	2 %
The second contracts - other municipalities	1	1	1	1		1	1	1	1	1	1	1			3
the feet and proof - other	74	28	87	74	ᡖ	92	2	98	8	88	11	642	1 356	878	1 003
Officer in good thinks.	6.584	5 874	2 867	8 584	8 015	6 675	5 700	4 981	7.077	7.773	8 828	26 727	87 964	91 139	26
h Paymeltin Sg Days	31 747	22 22	22 22	3 2	29 G-47	N 15	27 485	24 O16	74 122	27 478	32 914	61 131	409 429	416 851	436
Other Cash Flass Fayton by Type							_								
A second of the	272	475	800	740	411	1 003	402	627	900	962	100	2773	9 518	10 2M3	10
Repayment of Imment	ı	I	1	1	I	4 191	1)	iii	I	I	i.	4 191	8 382	4 500	1 500
Safer Cash	t	1	1	1	1	1	1	1		1 3		1			1
The South Popularity by Lyne		90 12	276 65	PI PI	/S 8	2	27 887	M 645	74 22°	2 P	22 438	200	627 229		40
HET JACKERSEN (LEGRESSE) IN CASH HELD	77 SM	(2.16f)	106 (2)	(B 374)	GH 1959	27 486	70	1 229	19 354	198 625	041.90	incr old	100 1	3 447	100
equivalegis - 11 monthlyear begin:	303 001	330 681	328 514	323 013	316 636	304 972	332 459	333 083	341 321	380 885	337 024	321 870	303 001	311 504	315 041
				A-0.00	The same		www week	MA4 MM4	DOD DOD	The same of the same of	OE-0	2000	A STATE OF STREET		-

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	2020/21 Mediu	ım Term Revenue & Exper	nditure Framework
R thousand	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 S	A7 Measureable perfor	mance objec	tives							
Description	Unit of measurement	2016/17	2017/18	2018/19	Cu	rrent Year 201	3/20		jedium Term R nditure Frame	
ween part	Aut wesseldmant	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Yes +2 2022/23

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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.

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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.



Table 47 MBRR SA 34a - Capital expenditure on new assets by asset class

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

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

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Table 50 MBRR SA34d - Depreciation by asset class

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Table 51 MBRR SA34e - Capital expenditure on the upgrading of existing assets by asset class

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thousand	- 100000	- Approximate	Andrew .	Street Street	Arthurson I	CHIALITY	STREET, STREET, STR.	Mary 1995	2000
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Table 52 MBRR SA35 - Future financial implications of the capital budget

Vote Description	Raf	2020/21 Mediu	m Term Revenue Framework	& Expenditure		Forec	ceets	
R thousand		Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Present value
Capital expenditure	1							
Vote 1 - EXECUTIVE AND COUNCIL		730	630	-	-	- 1	-	-
Vote 2 - FINANCE		1 525	500	256	-	- /		-
Vote 3 - ADMINISTRATION		4 294	6 983	3 335	-	-	-	-
Vota 4 - TECHNICAL		2 970	2 130	2 070	-	- 1	-	-
Vote 5 - AGENCIES		-	-	-	-	-1	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	±.	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	35	2.0	-	1.5
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	- 1	~	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	- 1	-	-
Vote 10 - [NAME OF VOTE 10]		_	-	-	-	-	_	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-		-	1.00	- 7	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	_	=	-	_
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-1	-	-
Vote 15 - [NAME OF VOTE 15]		_	-	-	_ į		-	_
List entity summary if applicable	j			_			-	-
otal Capital Expenditure		9 518	10 243	5 661	-	-	-	-
uture operational costs by vote	2							
Vote 1 - EXECUTIVE AND COUNCIL		_	-	-	- 1		-	-
Vote 2 - FINANCE		_0	i –	-11	-	-	-	-
Vote 3 - ADMINISTRATION		_	i -	-	- i	- (1	-	-
Vote 4 - TECHNICAL		_	(6:		-	1	-	-
Vote 5 - AGENCIES			i -	-	-	+	_	-
Vote 6 - [NAME OF VOTE 6]		_] -	-	-	-	_	-
Vote 7 - [NAME OF VOTE 7]		_	-	-	-	-	-	_
Vote 8 - [NAME OF VOTE 8]		14	-		-	_	_	_
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	_	-
Vote 10 - [NAME OF VOTE 10]		= 1	-	-	- i		_	
Vote 11 - [NAME OF VOTE 11]			-	-	_	_	_	_
Vote 12 - [NAME OF VOTE 12]		1	! -	-	_ !	_	-1	-
Vote 13 - [NAME OF VOTE 13]			i –	-		- 1	_	_
Vote 14 - [NAME OF VOTE 14]		-		1-1	_	-	_	-
Vote 15 - [NAME OF VOTE 15]		-	_	_	-	- 1	-	-
List entity summery if applicable	į.		72		_	_	===	
otal future operational costs		-	F-1	*	-	-	-	<u> </u>
Future revenue by source	3							
Property rates		三 (三)	()	-	<u> </u>	-	-	_
Service charges - electricity revenue		-	7,83	-1	-	-	_	-
Service charges - water revenue		-	(e:	=	-	_	- 1	
Service charges - sanitation revenue		-	1.00	=	- !	-	_	-
Service charges - refuse revenue		. =	(5)	-	- 1	, -	_	-
Rental of facilities and equipment		-	35	20	_		_	_
List other revenues sources if applicable			12	팔	1.27	_	_	_
List entity summary if applicable	1		_		_	2.0	_	
Total future revenue			-	-	_			-
let Financial Implications		9 518	10 243	5 661	_			_





West Coast District Municipality





2020/21 Final Budget and MTREF

West Coast District Municipality

Table 54 MBRR SA37 - Projects delayed from previous financial year

													1		2	CASA MALES SET TENESTE.	5
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		2 8 May 2020	2 8 M Y 2020	Peret mentality Lid al spirity property fraction										-		1	1
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	6	2 8 M Y 2020	2 8 M Y 2020										-	30	90	20	(6)
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	2 8 Max	2 8 M Y 2020	2 8 M Y 2020					-					-	30	30	30	-
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2.8	2 8 M	2 8 May 2020	2 8 M Y 2020	金属					****				(4)4 A	(C)	(()	16()	30
2.8	2.8 M	2 8 M Y 2020	2 8 M Y 2020						-				-	0 1	6 T	9	1
		ot May	UMASIDALA.	2 8									- 40	0.0	+):	9) (90)	

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

Description	Ref	2016/17	2017/18	2015/19		Current Yes	r 2019/20		2020/21 Medius	n Term Ravenue Framework	& Expenditure
Personal basel	l"i	Audited Outsome	Audited Outcome	Audited Outsome	Original Budget	Adjusted Budget	Full Year Forecast	Pro-audit outsome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +: 2022/25
R thousand	ш										
TEVENUE ITEMS:											
Total Property Rates	6		ļ								
loss Flevenus Foregane (automotions, reductions and rebutes											
and impermissable values in access of season 17 of MPRA)			-								
Not Property Rates		-	-		-	-	-	-	-	-	
Earties charges - ejectricity revenue	6										
Total Service charges - electricity revenue		678	747	90	901	901	901	901	946	.75	18
less Reverue Foregone (in excess of 88 hat per indigent bousehold per month)	1				36	36	36	1.00	38	40	-
less Coet of Free Basis Services (50 haft per indignat	ш	-			30	30			30	40	
household per month)		- }	_]	-		5	-		_	_	-
Not Bervice charges - electricity revenue		670	747	122	865	865	- 886	885	100	963	100
Service charges - water revenue	8										
Total Service charges - water revenue		112.730	91 482	72.746	100 316	110 316	110 300	110 340	110 027	117 185	118 00
lett Revenue Foregorie (in tessess of 6 kilolities per Indigent					41			- 1	- 8		
household per month) less Cost of Free Basis Services (6 kilelitres per indigent	1.1					•				0	
household per month)		-	-		-		-				
Hut Service charges - unfor revenue		112 750	P1 462	72.745	100 214	110 314	110 314	110 314	116 322	117 101	(10 00)
Fervice marges - confizzion revenue											
Total Service charges - senitation revenue		146	142	#1	111	111	111	111	19	182	
ises Pavenue Foregone (in excess of free sentiation service					10	19	19	19	20	21	- 1
to indigent households) less Cost of Free Basis Senices (free senitation service to	1.5				- 10	105	- 19		20		
indigent fraqueholde)							-				
Not Service charges - sanitation revenue	П	148	142	93	92	82	12	112	97	101	10
Satytus charges; - rollino revenino	6										
Total refuse removal revenue				67	80	80	80	80	84	88	. 83
Total lendill revenue less Revenue Foragone (in extente of one removal a week to		į				- 1	7.1		- 5	-	
indicional householded	1.1		1		310	15	15	15	15	16	17
leas Coat of Free Basis Sentices (removed once a week to	1					- 1					
indigent kausekalde)	1			-		851	- 85		7.	-	- 7
Net Service charges - refuse revenue		-		67	65	60	-	85		72	- "
Other Revenue by source		41.700	45 405	10 707	40.50	40 707	40.707	40.707	m 700	23.771	23 65
Other Revenue Complete Fees	ш	14 789	15 466 [10 767	16 478 3 773	19 797	19 797 3 423	19 797 3 423	23 780 6 548	5 165	6 25
Entrance Feet		- 1) <u> </u>		3 // 3	3	3	3	-	-	-
Fire Services	Ιŝ	- 1	-1	5.0	102	102	102	102	-	100	-
Printe	ш	-	-	-	-	-	-	-	-		-
Tender Documents	1.9	- [- 1	- 1	16	16	16 48	18 48	-	- 5	-
Constantine Breakages and Lasses Recovered	ш	- i	- 1		48	48	46	40	- 3	1	
Transaction Handing Fees	ш		- 1		38	38	38	38		14	
Inoldental Confr Surplusee	Ьŵ	-	-	-	1	- 5	-	- 1		_	
Staff Recoveries	ш	- 1	-	-	8	8	8	8	-	121	
Insurance Refund		44 700	45 400	40 707	20 465	23 436	23 435	23 435	29 329	20 720	29 91
Total 'Other' Revenue	1	14 789	16 405	18 787	AU 400	20 488	440	22 435	20 101	AB 140	2011
EXPENDITURE ITEMS:											
Engrapes related spate	ال			400.000	900.000	400.000	5.10 OmP	4.0.00	400.000		143.27
Baelo Saluries and Wages Penelon and UIF Contributions	2	88 829 15 818	96 290 i	102 009 17 889	119 591 20 513	119 895 20 614	119 895 20 514	119 895 20 514	123 330 21 823	133 024 23 531	143 27 25 34
Medical Aid Contributions		6 894	7 280	7 690	B 190	8 190	8 190	8 190	9 956	10 855	12 03
Overime	ΙĪ	8 774	8 007	8 799	8 492	1 000	1 000	1 000	6710	8 934	9 48
Performance Borus		7 088	8 003	9 018	10 318	10 316	10 316	10 316	10 871	11 703	12 49
Motor Vehicle Allowance		7 229	7 862	8 083	8 893	5 138	5 138	6 138	8 411	10 108	10.84
Celiphone Allowance		1 246	780	1 280	803 1 360	903 1 360	803 1 360	1 360	834 1 484	840 1 577	1 67
Housing Allowences Other benefits and allowances		1 245 10 072	1 338	8 918	9 216	19 291	19 291	19 291	11 327	11 376	12 17
Payments in lieu of leave		835	1 178	1 779	1 518	1 465	1 465	1 465	1 991	2 021	2 25
Long service arards		1 364	1 394	1 548	1 677	1 677	1677	1 677	2 113	2 260	218
Postre frement benefit obligations	4.1	6 986	8 881	8 300	3 227	3775	3 775	3 775	8 265	8 675	
sub-total	5	155 574	104 791	170 120	183 795	199 425	103 425	193 425	298 136	225 804	261 70
Less: Employees costs capitalised to PPE Total Employee related costs	1	155 570	194 791	200.400	103 795	193 425	103 425	100 425	298 136	225 004	261 70
van amproyee manu out	- 1	100 014	100 (8)	170 120	160 100	file des	100 463	100 4423	AND 138	220 (47)	2041 10



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

Description	Ref	2016/17	2017/18	201&/19		Current Ye	ar 2019/20			ledium Term R Inditure Frame	
·	No.	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		7666	11700	8755	9272	8468	8 468	8 468	8967	9788	977
Lease anorisaion		-	-	-	-	2619	2619	2619		243	-
Capital asset impairment		-	-	-	-	-		-			-
Total Depreciation & asset impairment	í	766	11 760	8755	9 272	11 067	11 087	11 007	8 957	9768	977
Bull purchases											
Electricity Bulk Purchases		-	-	-	-	-	-	-		92	
Water Bulk Purchases	lu J	8723	7 120	8351	13489	13 489	13 489	13 489	14837	15 579	1635
Total bulk purchases	1	8723	7 120	8351	13 489	13 489	1348	1348	14 837	15579	1633
Transfers and crants											
Cash transfers and grants		1167	1567	2234	1200	47%	4723	4723	133	979	100
Non-cash transfers and grants									-		
Total transfers and grants	1	1107	157	2234	120	1723	4723	4723	(33	979	100
Contracted services											
Outsourced Services		-	•	-	340	3275	3 275	3275	2964	2960	314
Consultants and Professional Services		-		5 169	17 628	14740	14740	14740	15246	15072	1419
Contractors		-	-	-	144	1335	13335	13 335	7983	8321	862
obl control series		-	-	5169	28 942	31 350	31 350	31 350	312	26 353	25%

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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 Ye	ar 20 19/20			edium Term R nditure Frame	
vescription R thousand	KW.	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
Other Expenditure By Type											
Collection costs								-		-	-
Contributions to 'offer' provisions		-			105	71	71	71		-	-
Conseint les				*	-			-			
Operational Cost		81917	933	87 388	6199	02 000 03 000	0000	00 000 00 000	90 883	83619	86 260
Audities					3817	3817	3817	3817	3915	4(7)	430
Operating Leases	i.			÷	3120	3243	326	3243	336	344	312
Geins and Lusses : Water Lusses			-			1625	1625	1625		-	
Total 'Oho' Expenditure	1	81917	925	V 38	68.970	264	824	964	97954	91 139	94 (5)
by Expenditure Item	8										
Emplo yee related costs		-	-	*	(34)	-	-	-	-	-	_
Ofer materials		1284	130	9599	10515	581	15881	15831	11454	11843	12.32
Contracted Services			an s	×	•		-				-
Other Expenditure			-	*		-	-	-	-		
Total Repairs and Maintenance Expenditure	9	1264	850	9539	10515	15881	581	15881	1144	11843	1232





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

The control of the co	The control were provided were	16-20	Section Comparison Compar	VOR 19 - VOR 11 - VOR 12 - VO VOTE 19 VOTE 11 VOTE 12 VO	WHE OF DAME OF PAGE OF VOTE 13
11 19 20 19 19 19 19 19 19 19 19 19 19 19 19 19	The control of the co	The control of the co	156 2022 156 2022		
1,500 1,50	The state of the s	The state of the s	15 20 20 20 20 20 20 20 2		
1 1 1 1 1 1 1 1 1 1	The control of the co	9.9 - High revenue page - High Revenue page -	156.22 1		
2 - 2 - 2 - 2 - 2 - 2 - 2 - 2 - 2 - 2 -	The state of the s	The control of the co	100 clarages 100	ı	
2 2/20	The state of the process of the proc	The state of the s	1 1 1 1 1 1 1 1 1 1	1	1
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	The control optimization of th	in control protection of the control	And of challenge and conjunction of conjunction of charges and conjunction of con	•	1
And controlled in the control of the	A control investment of the control investme	A contractive delicities 2	and a control control geliptor 1	1	7
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Manufactures and the control of the	The state of the s	The control of the form the first of the form th	Accordance and fortilists 1,000 2,000	1	•
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17 17 20 20 20 20 20 20 20 2	The state of the s	Control Cont	The control of the co	•	1
1,00 2,899 2,169 2,299 2,169 2,299 2,169 2,299 2,169 2,299	The first special control of the first specia	### detables 2 (5)	The proposition of the propositi	1	
2 4-25	(and the continues and continu	Comparison of control of the control of co	The reversion of a subdises and a subdise and a subdise and a subdise and a subdise and a subdise and a subdise and a subdise and a subdise a		
17 T/2 250 17 C/2 18 Sec 18 S	Comparison	A Constitution of control of the con	The state debotion of contraction of	101.	
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17 77 72 20 25 63 464 44 105 62 20 67	And the control of th	A TOTAL CONTROLL OF THE CONTRO	######################################		
17 T/4 20 825 63 464 44 465 82 667 1	The control of the co	And countries an	Fig. 10 Fig.	•	
Transport Tran	To consider a considera and considerate and considerate	A Social Control Contr	Projection of countries Projection of co		
71 1002 5686 2277	A construction of the cons	A COOL AND A COOL AND	Witnessment 71 1002 5.66 2.217 74 75 74 75 74 74 75 74 75	ı	
77 1002 5586 2277 74 1002 1104	The section of the se	A facet topopulment of the control o	100 100	F	1
216 600 3883 2248 38.872	The state of the s	A 2020 A 2020	10 10 10 10 10 10 10 10		
1	A Control of the following states and the following states are states and the following states and the following states and the following states are states and the following states and the following states are states and the following states and the following states are states are states and the following states are states and the following states are states and the following states are states and the following states are states and the following states are states are states	AX 2020	th processions and analysis analysis and analysis and analysis and analysis and analysis and analysis and analysis and analysis and analysis an	7 1	
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(monitoring)	AY 2020	AY 2020	Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree—City Provided Degree City Provided	1	,
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	AY 2020	AY 2020	The special transformer with the second seco	rest	
	2 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	2 - 1 - 2 - 2 - 2 - 2 - 2 - 2 - 2 - 2 -	and estabactions - control (1911) - 1. (20) of (1) 50 950 (20) o		
	AY 2020	AY 2020	ACCOUNTS AND ACCOU	1	I
	MAY 2020	MAY 2020	bulons	1	



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

Book 6		2016/17	2017/18	2018/19		Current Yes	r 2019/20		2020/21 Mediu	m Term Revenue Framework	ā Expenditure
Description	Ref	Audited Outsome	Auditud Outcome	Audited Outcome	Original Sudget	Adjusted Budget	Full Year Forecast	Pre-eudit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year + 2022/23
R thousand											
ASSETS											
Consumer delitors	11 11						1				
Consumer debtors		3 974	8 383	11 932	8 811	8 811	8 811	8 811	4 308	4 343	4 38
Less: Provision for debt im airment	1.	(24)		- 111	-12.120/	(2.00)	(2.10)	(2.120)	gn1	211	- 2
l'otal Consumer debtors	2	3 951	8 370	11 721	6 691	6 691	0 091	6 691	4 097	4 132	41
Debt Impairment provision					- 1						
Balance at the beginning of the year		- 1	- <u>!</u> '	212	1 800	1 600	1 600	1 600	212	212	2
Contributions to the provision		(24)	(5)	-	900	900	900	900	-	- 2)
Bad debis writen of		-	-		1980	(36)	200	(360)			
Balance at end of year		(24)	(7)	212	2 120	2 120	2 120	2 120	212	212	2
Property, plant and equipment (PPE)											
PPE at costivaluation (excl. finance leases)		141 409	146 103	153 260	162 208	165 965	165 965	165 965	178 971	186 333	191 74
Leases recognised as PPE	3	- 1	-	-	-	-	-	-	-	- '	
Lesic Accumulated deli reciation		64 597	69 384	74 989	85 009	85 009	85 009	85 009	91 545	101 091	110 6
letal Property, plant and equipment (PPE)	2	70 011	76 718	78 271	77 199	80 956	80 956	80 958	85 420	85 242	01 10
LIABILITIES											
Current Inbilities - Borrowing											
Short term loans (other than bank overdraft)	i	-	-		-	-	-	-		-	
Current portion of long-term liabilities		17 004	13 731	14 728	4 500	4 500	4 500	4 500	3 000	1 500	
otal Current Rabilities - Borrowing		17 004	13 731	14 728	4 500	4 500	4 500	4 500	3 000	1 500	
Trans and other payables					1						
Trade Payables	5	3 860	2 263	23 591	3 024	12 402	12 402	12 402	14 376	28 826	43 4
Other creditors		10 635	13 524	. 41	-	- 1	- [-		-	
Unspent conditional transfers		1 713	1 419	1	-11	-	-	-	-		
VAT	,	1477	2 892	-	-	- 1	-	-	-	-	
lotal Trade and other payables	2	17 884	20 098	23 591	3 024	12 402	12 402	12 402	14 376	26 626	43 4
Kon surrent (labilities - Borrowing											
Borowing	4	40 243	27 153	12 852	6 382	6 362	8 382	8 382	5 382	3 000	15
Finance leases (including PPP asset element)	,		-	-		-					
Total Non current liabilities - Borrowing		40 243	27 153	12 882	8 382	8 382	0 382	0 382	5 382	3 000	15
Provisione - non-surrent	11				1						
Refirement benefits		69 758	73 145	73 814	79 745	79 745	79 745	79 745	79 745	79 745	79 74
Refuse (and it) sits rehabilitation	1	-	- 1		- 3	-	-	1.5	-	-	
Other	II J		-	28 115	-		-		28 115	28 115	28 1
Total Provisions - non-current		69 756	73 145	101 029	79 745	79 745	79 745	79 745	107 880	107 850	107 8
CHANGES IN NET ASSETS											
Accumulated Surplus (Detail)											
Accumulated Surplus/(Deficit) - opening balance	11	427 330	290 370	297 718	287 084	314 980	314 980	314 980	307 712	302 573	292 4
GRAP adjustments		- 1	-	37	- 1	- !	-	-	-	-	
Restried balance		427 330	280 370	297 755	287 084	314 990	314 980	314 980	307 712	302 673	292 4
Surplus/(Deficit)		48 761	30 727	17 224	591	(7 268)	(7 268)	7.29%	(5 039)	(10 257)	(187
Transfers (o/from Reserves		-	- 1		-	-	-		-	- i	
Depreciation offsets		405 740	142 1967		- [-	1	-	-	
Other adjustments **Example (Deficit)	Lit	195 740 280 370	297 718	314 980	287 656	307 712	307 712	307 712	302 673	292 418	273 6
Recorves	11	400 310	AN 116	214 1990	401 800	au riz	341 112	307 F1Z	302 0/3	282 910	2130
Housing Development Fund			-	- 5	-	-	-		12	_ '	
Capital replacement		_	-		_]]	_	_	
Self-Insurance			_	-	-	9	-	_	14	_	
Other reserves		- [- [- 1	-	-	-	-	_	-	
Revaluation			E.	-		3	+:				-
Total Receives	2		-			-	-				
OTAL COMMUNITY WEALTH/EQUITY	2	280 370	297 718	314 980	207 656	307 712	307 712	307 712	302 673	292 416	273 6

2 8 MAY 2020



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

Description of scanomic indicator		Basis of calculation	2004 Caseria	2007 Supresion	2011 Consus	2016/17	2017/18	2018/19	Current Year 2019/20		iedium Term P nditura Frame	
naser framm at securious suspense	Ref.		ZOUT CHINGS	ANN SUITEY	2011 Girijanji	Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcom
Population Fernales aged 5 - 14 Males aged 5 - 14 Fernales aged 15 - 34 Males aged 15 - 34 Urassepbyment						die de	-			, ske we should be		·
	1, 12											
overty profiles (no. of households) < R2 080 per hossehold per month Insert description	13											
Sounded then regress (60 MM) Number of people in municipal area Number of households in municipal area Number of households in municipal area Number of poor household (R per month)												
iousing statistics Formal	3											
Total number of horseholds De ellings provided by crunicipality De ellings provided by provincels De ellings provided by privale sector Total new hoesing dwellings	5									40.000/		
induction induction (CPR) Induction induction (CPR) Induced rate - borrowing Induced rate - investment Renumeration increases Consemption growth (electricity) Consemption growth (electricity)	6											
Collection rytes Properly tint/service charges Readin of facilities & equipment interset—ex ternal investments Interset—debtors Revenue from agency services	7											





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

the provision of municipal straightful aunicipal services			2016/17	2017/10	2010/19	Cu	irrent Year 201		Equ	enditure Frame	work
Total municipal nervices	Rat		Oulcome	Oulcome	Outcome	Budget	Adjusted Budget	Full Year Forestast	Budget Year 2020/21	Budget Year +1 2021/22	
		Mider:									
		Piped water inside dereiling			- 04	- 2	1 3	1.6	3		
		Piped water inside yard (but not in dwalling)	-	-				100			
	8 10	Using public top (at least min. service level) Other water supply (at least min. service level)	- 1	100	1.0						
	10	Minimum Sarvine Level and Above auti-total		-	-	_	-		-	- 2	
	9	Using public isp (< min.service level)			1.0				-		
	10		- 1	-					-	-	
		No water supply							-		
		Bajow Mjolmum Sarviça Lavel aub-jojel		- 4		-			- 8		
		Total number of households	-	-	-	-	-		-		
		Sanitation/payerage;			55	=	1 5		- 분	12	
		Flush tolet (connected to new srage) Flush tolet (with septic tank)			1 3		2	1.0	9		
		Chemical tolist	- 2				-		-		
		Pit tollet (v antileted)	-	-	12			1 14	1 2		1
		Other tollet provisions (> min.service level)	-			-		. 2			
		Michrum Sarvice Level and Above sub-total	-	-	-	-	-		- 3	1.5	
		Beokat tollat	111 -		-	55	-				
		Other tollet provisions (< min.vervice level) No tollet provisions		- 53	- 1	-	-		-		
		Balow Mikimum Service Level sub-total	-			-	-		-	- 1	
		Total number of households	-			-	-		-	-	
		Entrgy:						>54	8		
		Electricity (at least min.earvice level)		- 5	1.0			31			
		Electricity - prepaid (min.service level)				- 7	1 3			- 4	
		Minimum Service Level and Above aub-total Electricity (< min.service level)	-	-	1.9	- 5	- 7	1 1	-		
		Electricity (< min. service level) Electricity - propold (< min. service level)		-	1.0	- 5	1 2				-
		Other energy sources		- 5	12	- 2	11 5		1 8	- 1	
		Below Minimum Service Level sub-total	-	-	-	-	-		-	-	
		Total number of households		-		-	-	- 0		- 4	
		Retror:									
		Removed at least once a week	-	-		-	1-0	la-		1.10	_
		Mishum Service Level and Above sub-total Removed less fressentir Sun once a week		- 1	-		1	- 7			
		Using communal related dump			1 15	_		- 5	- 0	100	
		Using our relate dump		- 8		:			- 0		
		Other rubbish disposal		-	100	- 6	1 9		-		
		No rubbinh disponal	5-	-		-	1 3	1.0	3	100	
		Selow Minksum Service Level sub-lotal									
		Total number of households	_	-			-	- 6-			
			2015/17	2017/18	2018119	Cu	rrent Year 201	9729		HILLIAM THEM	
estim-bouse sambas			201011		201015					enditure Frame	
	Ref.		Outcome	Outcome	Christense	Original Budget	Adjusted Budget	Full Year Forecost	Budget Year 2020/21	Budget Year +1 2021/22	
	Ne.	Happenold service Hopes (800)	_			months	mrager	ron counts	ENEW AT	V1 MM 1744	TA SULEY
		Maler:									
		Piped water incide dwaling			Ų.						
	Ш.	Piped water inside yard (but not in dareling)		ı							
	8 10	Using public top (at least min.earvice level) Other water supply (at least min.earvice level)	1	1							
	10	Attribum Service Level and Above sub-total		-		-	-	-			
	9	Using public top (< min.service level)			/						
	10	Other water supply (< min.survice level)									
		No water supply								y with	
		Seize Minimum Service Level sub-total Tetal number of households		-	-				-		
		Total number of households Sunited on/securings:	1	-	-			- 55		1	
		First tolet (cornected to sewarege)									
		Flush tollet (with neptic limit)				- V	1				
		Chemical tolist									
		Pit to list (ventilated)					1				
		Other tollet provisions (> min.pervice level)									
						-		. 1			j.
		Minimum Service Level and Above aub-total	-	-							
		Minimum Service Level and Above auth-total Buoket tolist				//	1 1				
		Minimum Service Level and Above aub-total									
		All'riterate Sarvice Level and Above add-dotal Buolet foliat Citar bilat provisions (« min. service level) No bilat provisions Below Minimum Sarvice Level auth-dotal							-	100	
		All'riteram Service i avel and Above acti-total Booket billet Chier billet provisions (* min. service lev et) No billet provisions Before All'riteram Service i avel acti-total Total number of froueshelde	-		=	4			-	- 3	
		Alleinners Service Level and Above acti-Actal Bucket blik Collect blish provisions (< min.service level) No bilet provisions Setter Alleinners Service Level auti-Actal Total num ber of householde (Shengy:				1	F	5.5	-	- 3	
		Afficience Service Level and Above acti-dotal Bucket below to the Collection of the Collection of the Collection of the Collection of the Collection Selection Service Level auth-dotal Total number of households Section (Section of the Collection of the Collection of Collection of Collection of the Collection of Collection of the Collection of the Collection of Collection of Collection of the Collection of Collectio				-		34	-		
		All relevant Service Level and Above acti-Actal Bucket bills Coller bills provisions (< min.service level) No bills provisione Below All relevant Service Level acti-Actal Total number of householde Beeggy; Bechristly fol loss thin, service level) Bechristly propadi (min.service level)							-		
		Afficience Service Level and Above acti-dotal Bucket billst Clien hills provisions (* min.nervice leven) No bolds provisions Service Service Level auth-dotal Total number of households Bedright (bit least min.nervice level) Bedright - gropald (min.nervice level) Statement of the service Level of Shore sub-dotal Statement Service Level and Shore sub-dotal							-	3	
		Afficience Service Level and Above acti-dotal Bucket billet. Clear billet provisions (e min.nervice leven) No bolds grow billows. Betwe Middlesson Service Level auth-dotal Total num ber of households. Total num ber of households. Secritally at heat min.nervice level) Secritally - proposite (min.nervice level)				-			-	3	
		Afficience Service Level and Above acti-local Bucket balls. Bucket balls (min. service level) No balls provisions Selves Adherect Service Level auth-total Total number of households Beschildy (at least min. service level) Beschildy - greated (min. service level) Beschildy - service Level and Above sub-total Beschildy - service level	-	-	-						
		Afficience Service Level and Above acti-dotal Bucket billet. Clear billet provisions (* min.nervice leve et) No lobet grow bilance Betwe Michinezo Service Level auth-dotal Total num ber of householde Service Level auth-dotal Secryica (* min.nervice level) Secryica (* min.nervice level) Adminus Gervice Level and Above sub-dotal Secryica (* min.nervice level) Secryica (* min.nervice level) Secryica (* min.nervice level) Chin compt compas							-		
		Afficience Service Level and Above acti-dotal Bucket billst Clien hills provisions (* min.nervice leven) No bolts provisions Service Level auth-dotal Total name her of households Service Level auth-dotal Total name her of households Service Level auth-dotal Secritical (* min.nervice level) Secritical (* min.nervice level) Secritical (* min.nervice level) Albelman Service Level auth-dotal Secritical (* min.nervice level) Chira compage compose Service Level auth-dotal Chira compage compose Service Level auth-dotal Total name her of households	-	-	-				-		
		Afficience Service Level and Above acti-dotal Ducket below to the Charmisis provisions (r min.eervice level) No index provisions Service Level auth-dotal Total number of households Total number of households Bechricky is hear min.eervice level) Bechricky - propad (min.eervice level) Affelments Service Level and Above sub-dotal Mechricky - propad (min.eervice level) Bechricky - propad (min.eervice level) Geter seeings access Behre Affelment Service Level sub-total Total number of households Fidelises:	-	-		-			-		
		Afficience Service Level and Above acti-dotal Bucket bills! Bucket bills provisions (* min.nervice leven) No index provisions (* min.nervice leven) No index provisions Betwe Ministers Service Level auth-dotal Total num ber of households Bedrichly (st least min.nervice level) Bedrichly - proposit (min.nervice level) Other dosage sommes Bedrichly - proposit (min.nervice level) Other dosage sommes Total num ber of housewholds Resilves: Reservice Level sub-total Total num ber of housewholds Reservice Level sub-total Total num ber of housewholds Reservice Reservice Level sub-total Total num ber of housewholds Reservice Reservice Level sub-total	-	-		-	·		-	- 1	
		Afficience Service Level and Above acti-dotal Ducket below to the Charmisis provisions (r min.eervice level) No index provisions Service Level auth-dotal Total number of households Total number of households Bechricky is hear min.eervice level) Bechricky - propad (min.eervice level) Affelments Service Level and Above sub-dotal Mechricky - propad (min.eervice level) Bechricky - propad (min.eervice level) Geter seeings access Behre Affelment Service Level sub-total Total number of households Fidelises:	-		-	-	·		- TOW.		
		Afficience Service Level and Above acti-dotal Bucket bills: Ducket bills provisions (* min.nervice level) No bolds provisions (* min.nervice level) Return like provisions Betwe like like service Level auth-dotal Total number of households Beorbilly of heat min.nervice level) Beorbilly - propald (min.nervice level) Althrieum Service Level affabove sub-dotal Beorbilly - propald (* min.nervice level) Beorbilly - propald (* min.nervice level) Beorbilly - propald (* min.nervice level) Total number of households Total number of households Reservice Level and Above sub-dotal Total number of households Reservice Level and Above sub-dotal Reservice level and Above sub-dotal Reservice level and Above sub-dotal Reservice level and Above sub-dotal Reservice level and Above sub-dotal Reservice level and Above sub-dotal Reservice level and Above sub-dotal Reservice level and Above sub-dotal Reservice level and Above sub-dotal Reservice and Reservice level and Above sub-dotal	-		-	-	·		STRIC	7 200	
		Afficience Service Level and Above acti-dotal Bucket billet. Clear billet provisions (e min.nervice level) No lobet grow bilones Betwe Michiness Service Level auth-dotal Total num ber of householde Senegy; Backride; ye propid (min.nervice level) Selectivity; yearpaid (min.nervice level) Technique ourses Selectivity; yearpaid (min.nervice level) Technique ourses Selectivity; yearpaid (min.nervice level) Technique ourses Selectivity; yearpaid (min.nervice level) Technique ourses Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level) Selectivity; yearpaid (min.nervice level)	-		-	-	·		STRIC	T say	10-
		Afficience Service Level and Above acti-dotal Bucket bills! Bucket bills! No index power inces (* min.nervice leven) No index power inces Betwe Ministers Service Level auth-dotal Total name ber of households Bedright; Ist least min.nervice level) Bedright; personal (min.nervice level) Bedright; personal (min.nervice level) Ministers Service Level and Above sub-dotal Bedright; personal (min.nervice level) Chier energy sources Bedright personal (min.nervice level) Chier energy sources Bedright personal (min.nervice level) Total name har of households Removed at heart once a week Affinitions Service Level and Above sub-dotal Removed at heart once a week Affinitions Service Level and Above sub-dotal Removed at heart once a week Affinitions Service Level and Above sub-dotal Removed at heart once a week Affinitions of the degree of the compound of the compound of these dump Unity commented refines dump Unity of the personal of the compound of the compound of the compound of these dump Unity of the compound of the compo	-		-	-	·		STRIC		10-
		Afficience Service Level and Above acti-dotal Bucket below to the Collar bills providing (e. min. service level) No bilds providings (e. min. service level) No bilds providings Service Level auth-dotal Total number of households Seervic; Bechricky - propald (min. service level) Bechricky - propald (min. service level) Bechricky - propald (min. service level) Bechricky - propald (e. min. service level) Bechricky - propald (e. min. service level) Chine seering access Selves Minimum Service Level auth-dotal Total number of households Medicae; Removed at heart once a week Listing commensed reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing our reflece dump Listing services and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal Removed these levels and Above auth-dotal	-			-	·		STRIC	9,4	
		Afficience Service Level and Above acti-dotal Bucket bills! Bucket bills! No index power inces (* min.nervice leven) No index power inces Betwe Ministers Service Level auth-dotal Total name ber of households Bedright; Ist least min.nervice level) Bedright; personal (min.nervice level) Bedright; personal (min.nervice level) Ministers Service Level and Above sub-dotal Bedright; personal (min.nervice level) Chier energy sources Bedright personal (min.nervice level) Chier energy sources Bedright personal (min.nervice level) Total name har of households Removed at heart once a week Affinitions Service Level and Above sub-dotal Removed at heart once a week Affinitions Service Level and Above sub-dotal Removed at heart once a week Affinitions Service Level and Above sub-dotal Removed at heart once a week Affinitions of the degree of the compound of the compound of these dump Unity commented refines dump Unity of the personal of the compound of the compound of the compound of these dump Unity of the compound of the compo	-			-			STRIC	2000	

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

Ministration on the services			2010/17 2017/18		2018/10	Current Year 2019/20 Orange Saladed Pull Year			Expenditure Framework Budget Year Budget Year Budget Year		
e-te-op-in taking our races	Ret		Outcome	Outsome	Outrome	Budget	Budget	Foregoatt	Bedget Year 2020/21	#1 2021/22	
ismo of municipal entity		OU									
and at manage and		Pland water imide dwelling									
		Piped water incide yard (but not in dereiling)			i						
	В	Using public top (at least min service level)									
	10	Other water supply (at least min.corvice level) Allaimum Service Level and Above sub-local								-	
	9	Using public top (< min.service level)					- 59	- 0		_	
	10	Other stater supply (< min.service level)									
		No water supply									
		Below Minimum Service Level sub-total Total number of households						-	-	-	_
ismo of municipal entity		Sestation/overspe:	1 7		5.7		1	-	1	-	
and at managem way		Firsh talies (connected to sew grage)									
		Flush tolist (with septic tonk)									
		Chemical tollet									
	ш.	Pit tollet (ventileted) Other tollet provinces io min. pervice level)									
		Misimum Bendoe Level and Above sub-total	-	_	_	_	-	}	-	-	 -
		Bucket blet									
	n	Other total provisions (< min.service level)									1
		No tolini proviniera									j
		Below Minimum Service Level sub-total Total number of households	-				-	-		-	
une of municipal epify	ш	Energy:								_	
		Electricity (at least min.survice level)									
	Ш	Electricity - proposid (min.service level)									
		Minimum Service Level and Above aub-total	-	-		-	-		-	-	F -
	11	Electricity (< mis. service level) Electricity - grapaid (< mis. service level)									
		Other enemy sources is man new means	1 0								
		Below Minimum Service Level aub-total									ş
		Total number of households	-		-		-	_	-	-	
ene of municipal entity		Policos:									
		Removed at linest once a wask Minister Service Level and Above existate						-		-	-
		Removed less frequenty than once a wank				_	_			_	
		Using communal refuse dump									l
		Using on n ratue dump			N 1						l
		Other rubbish disposes			Y Y						l
		No rubbish disposal Balow Ministrum Service Level sub-lotel								-	
		Total number of households	1	_	-	-	-		-	-	
	-	111111111111111111111111111111111111111	_	570					49000014	a = um = m l	
	m		2016/17	2017/18	2018/10	Çu	rrant Year 201	120		enditure Frame	
Berrices provided by 'enterpai mechanism	100		Outcome	Outrome	Outrome	SHighed	##/weled	Full Year	Budget Year	Budget Year	Budget Yes
and of each product	Ref.	-custon by the residence of the	Geleville	CONVOING	Orthograp	Budget	Budget	Foresest	2020/21	+1 2021/22	+2 2022/23
market or secure between	-	Water:									
		Piped water inside de-alling									
		Piped water inside yard (but not in dereiling)	1 1								•
	8 10	Using public inp (at least min.earylos level)									
	100	Other water supply (at least min.corvice level) if initrum Service Level and Above exti-fotal	-				-	h _			_
	110	Using public top (< min.service level)	1		52		1	_	II		
	10										i
		No water supply									
		Below Minimum Service Level auti-total	- 5		. 4	-	-			different	-
tamen of arreles providers		Total number of households Sanitation/surveyer			- 1	-		-	1	-	
THE ST OF THE SHOP PROPERTY	-	Flush tofet (sonnected to severange)									
		Flesh tollet (a ith supric tent)									
		Chemisal tribt							11. 1		
		Pt tolist (verticated)			(II						
		Other tellesprovisions (> min.service level) Affinious Service Level and Above sub-total									
		Blucket toliat			1	_			_		
		Other tollet provisions (< min. service level)	1 0		[/]						
	T	No latet provisions									F
		Below Minimum Service Level auto-total			1.1			- 1		-	
laman adamalan arandar		Total number of households	-	7.	-	-	-	-		-	
iumes of service providers	-	Electricity (at least min.usrvice level)								1	
		Electicity - propeid (min. pervice level)									
		Minimum Service Level and Above existotal	1	-		-	****		-		-
		Electicity (< min.service level)									
		Electricity - prepaid (< mir. service level)									
		Other energy sources Selow Minimum Service Level sub-total				-					
		Total number of households			-	-			-	-	-
and the second and address of the second address of the second and ess of the second and ess of the second and address of the second address of the second and address of the second address of the seco		Reference	199	- 2	1						
TIMOS DE OMASOS DEGALÍSQUE		Removed at least once a week									
numen at emisses beautifeld		Minimum Service Level and Above sub-total	1 1	7.1	1	7.	-	3.3	- 3	-	-
ismee of eardee providens		Removed less fequently from once a week Using communal relies dump						-	-		
ames at earness provipere								DIS	FRICT	MEURI	-
ITIMOS DA OSTATOS PROVIDENTE	Ш						100	1,3154		V	11 11
amos at survius provipeça	l	Using own return dump					N.		10.00	1500	
amen ar em rece provipaçã		Using own returns dump Other rubbish disposal No rubbish disposal					CCN.	1111	11.01	Alexander	
amed by earware provipage		Using own retime dump Other rubbish deposed No rubbish deposed Selow Milhimum Service Level auth-fotal		-	-	10	cc.		11 . 1	MIC.	4
Tures as emisses buoklooks		Using own returns dump Other rubbish disposal No rubbish disposal		-	-	6	ccl.	ا لگار -	IT EX	ALC	4 1



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

Detail of Free Basic Services (FBS) provided		2018/17	2917/10	2010/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Quitome	Outcome	Certoome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Yes +2 2022/23
Electricity	Ref. Location of households for each tops of PSS Formal settlements - 50 both per indigent									
Cathara PRA										!
Liet type of FBS service	household per month Rands)									
	Number of HH receiving this type of FBS									
	Informal settlements (Randa) Number of HH receiving this type of FBS									i
	informal neitiements targeted for appreding (Rande)			ļ.						1
	Number of HH receiving this type of FBS									
	Living in Informal bedgard rental agreement (Randa)									
	Number of HH receiving this type of FBS									
	Other (Rundin)		,) ii				
	Number of HH receiving this type of FBS			i						
	Total cost of FBS - Electricity for Informal settlements	1000						-	0.000 m	
Netar	Ref. Location of hadseholds for each 1,000 of FBS		-		-		_	1.5		
T. C. C. C. C. C. C. C. C. C. C. C. C. C.	Formal settlements - (5 kilolitre per indigent									
List type of FBS pervice	household per month Randa)									
	Number of HH receiving this type of FBS									
	Informal settlements (Rande)									
	Number of HH receiving this type of FBS									
	Informal actioments targeted for appreading (Rende)		1							
	Humber of HH receiving this type of FBS			•				ľ.		
	Living in informal backgord regiol agreement (Rende)									
	Humber of HH receiving this type of FBS									
	Other (Rande)									i
	Number of HH receiving this type of FBS									
	Total cost of FB6 - Water for Informal antilements		- 1		-	1.64	-		-	
Sanitation	Ret. Location of households for each new of FBS									
	Formal settlements - (free senitrition service to					11				
List type of FBS service	Indigent households)			i						
•	Humber of Hill receiving this type of FBS									h:
	Informal settlemente (Randa)									
	Humber of HH receiving this type of FBS					h				
	informal settlements largeled for appraising (Rande)									
	Number of HH receiving this type of FBS									
	Living in informal backyard rental agreement (Rands)									
	Number of HH receiving this type of FBS									
	Other (Rande)									
	Number of HH receiving this type of FBS									
	Total cost of FBS - Canitation for Informal settlements		-			-	-		-	
Roluse Removal	Ref. Location of households for each type of FBS									
	Formal settlements - gremoved once a week to									
List type of FBS service	Indigent households)									
	Number of HiH receiving this type of FBS		i							
	informal settlements (Rande)		i							
	Number of HH receiving this type of FBS		i	l l						
	Informal settlements targeted for appreading (Randa)	1	i u							
	Number of HH receiving this type of FBS									
	Living in informal backgard reatal agreement (Randa)									
	Number of IIII receiving this type of FBS		1							
	Other (Raude)									
	Number of HH receiving this type of FBS									
	Total cost of FES - Refuse Removal for informal settles	nenin -	1 1	1.07	12.0		-	0.00	941	1





Table 59 MBRR \$A32 - List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or	Monetary value of Jagreement
Name of organisation	FILLIS	Number		contract	R thousa
		in a contract of the contract			
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Table 60 Schedule of Service Delivery Standards

Description	
Standard	Service Level
Water Bervice	
Weter Cuality reting (Blue/Green/Brow r/N0 drop)	Blue
is free water available to all? (Alfonly to the indigent consumers)	Al
Frequency of meter reading? (per month, per year)	Per Month
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)	
One service connection effected (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 everage minimum water flow in your municipality?	1 meter per second
Do you practice any environmental or scarce resource protection activities as pert 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 extend do you subsidize your indigent consumers?	Ekt w eler
Financial Management	
is there any change in the situation of unauthorised and westeful expenditure over time? (Decrease/increase)	Not Applicable
Are the financial statement outsources? (Yes/No)	No
Are there Council adopted business process structuing the flow and management of documentation feeding to Trial Balaince?	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 quaterly and annualy including for the next two to three years procurement plans?	Yes
Administration	
Reaction time on enguines and requests?	Immediately
Time to respond to a verbel 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? (w orking days)	1 - 5 Days
Does the municipality have control over locked engulries? (Yes/No)	Yes
is there a reduction in the number of complaints or not? (Yee/No)	Yes
How long dose in 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	1
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 an conducive environment for economic development? (Yes/No)	Yea
Other Service delivery and communication	
is a information package handed to the new customer? (Yea/No)	Yes a Contract
Does the municipality have training or information seasions to inform the community? (Yea/No)	No
Are customers treated in a professional and humanly manner? (Yes/No)	Yes





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 JOUBORT	
Municipal Ma	nager of West Coast District Municipality (DC1)	
Signature	Doubell.	
Date	8 05 2020	



