## Executive Summary

The Municipal Systems Act, Act 32 of 2000, requires that local government structures prepare Integrated Development Plans (IDPs) for their respective municipalities. This strategic document serves as a tool for the facilitation of development within the municipal jurisdiction. The aim of the IDP for Mbhashe Local Municipality is to present a comprehensible plan to achieve the vision of the municipality.

The application of sound financial management principles for the compilation of the municipality’s budget is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities. Mbhashe municipality’s business and service delivery priorities were reviewed as part of this year’s planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken to expand access to free basic services to poor households as outlined in circular 98. The municipality also took into account the requirements of circular 97 on Cost Containment Measures in preparing its budget for 2020/21. This would ensure that the limited resources and public funds are prudently utilised to ensure that value for money is achieved. In so doing operational costs will be contained and non-essential expenditure will be eliminated,

The municipality has compiled is General Valuation Roll for 2019-2025 and it was submitted to the office of the Accounting Officer on the 31st January 2020 as required by the legislations. Property owners have been given up until the 30th April 2020 to inspect the roll and lodge appeals if there are any. The budget for 2020/21 for property rates has been based on market values on the roll which will be implemented as from the 01st July 2020. This will in turn improve the accuracy of the municipal billing and increase the collection rate. The municipality has reviewed its revenue enhancement strategy with the aim of give rise to additional sources of revenue and to grow its own revenue base.

National Treasury’s MFMA Circular No. 54, 55, 58, 59, 64, 66, 67, 70, 72, 85, 86, 89, 91, 93, 94, 98 and 99 were used to guide the compilation of the 2020/21 MTREF.

The main challenges experienced during the compilation of the 2020/21 MTREF can be summarised as follows:

* The declining economic growth and the COVID-19 global pandemic;
* Reduction in conditional grants;
* Aging and poorly maintained infrastructure;
* The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
* Increase in debtors book as a result of non-payment by rate payers;
* National lockdown which could impact on the implementation of the 2019-2025 General Valuation Roll
* Tariff settings which could be affected by the National Lockdown and COVID-19 pandemic resulting in loss of income for households
* Lack of resources to fund infrastructure backlog
* mSCOA implementation and ensuring that the budget is mSCOA compliant
* Ensuring that the municipality does not approve an unfunded budget for 2020/21 financial year
* Affordability of capital projects

The following budget principles and guidelines directly informed the compilation of the 2020/21 MTREF:

* As per MFMA circular 99, when determining the annual tariffs the municipality needed to be conservative due to the declining economic growth.
* The municipality has updated its indigent register and will therefore identify indigent households on the billing database and subsidize them.
* Considered the level of services versus the associated cost (affordability).
* Revised spending plans and reprioritizes funds to ensure key objectives are achieved and well-performing programs are supported.
* Ensured that efficiency gains, eradication of non-priority spending (cost containment measures) and the reprioritization of expenditure relating to core infrastructure continue to inform the planning framework of all municipalities as indicated in circular 97.
* The implementation of mSCOA

Table 1 Consolidated Overview of the 2020/21 MTREF



The total revenue is made up of grants and subsidies which is 92% and own revenue which is made up of income derived from our tariffs. Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, 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 Mbhashe Municipality. Due to the impact of COVID-19 pandemic, the municipality resolved not to increase its tariffs for the 2020/21 financial year.

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The expenditure listed above is fully funded from the above mentioned sources of revenue. The municipality has filled more than 90% of the vacancies during the 2019/20 financial year.

The cost associated with the remuneration of councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). T

Below is the summary of the 2020/21 MTREF: Table A1



















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

* 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 infrastructure backlog;
* Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
* Strict adherence to the principle of *no project plans no budget*. If there is no plan no funding allocation can be made.
* The current agreement with the unions in terms of collective bargaining has used to inform the municipality’s remuneration of employees.

# Part 2 – Supporting Documentation

## Overview of the annual budget process

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

The Budget Steering Committee consists of all the MAYCO members, Municipal Manager, Directors and senior officials of the municipality.

The primary aim of the Budget Steering Committee is to ensure:

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

### Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2019) a time schedule that sets out the process to revise the IDP and prepare the budget.

Budget templates reflecting the actual figures, forecast expenditure for the year were distributed for population of the line item details, at meetings held with HOD’s and the budget office. Departments were also given guidelines funding as well as the expenditure levels.

After all that, the budget was considered by the Budget Technical Team which consists of all directors, section heads of various departments, project managers and union representatives, where areas of possible cuts were assessed. The main objective of the Budget Task Team is to ensure that the budget is maintained within the affordability levels, taking the IDP deliverables into account and inputs from the consultation process.

The Mayor tabled in Council the required the IDP and budget time schedule in August 2019. Key dates applicable to the process were:

**SCHEDULE OF MEETINGS FOR IDP AND BUDGET PROCESS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ACTIVITY:JULY 2019 – JUNE 2020**  **Preparation phase / Pre-planning** | | | | |
| **IDP** | **PMS** | **BUDGET** | **DATE** | **RESPONSIBLE PERSON** |
| Compilation of Draft IDP, PMS and Budget Process Plan Commences |  |  | 01/07/2019 | Senior Manager Operations |
|  | Development of Performance Agreements for S56 Managers |  | 01-31/07/2019 | Senior Manager Operations |
|  | Submission of Performance reports and performance information Q4 to Internal Audit |  | 19/07/2019 | Municipal Manager |
|  | Draft Annual Report Working Session |  | 23/07/2019 | Senior Manager Operations |
|  |  | Budget Steering Committee to discuss rollovers, savings declarations and new applications | 30/07/2019 | CFO |
|  | Submission Performance Agreements for S56 Managers to Provincial Treasury | Submit to National Treasury the following documents:  Quarterly budget returns, Budget locking certificate, SDBIP for 2019/20,Grants Reports as per approved NT template,  Section 66 report  Section 52(d) report, Quarter 4 SCM report for 2018/19 | 31/07/2019 | Senior Manager Operations  CFO |
| AUGUST 2019 | | | | |
| IDP Steering Committee Meeting - to discuss and finalize Draft IDP, Budget and PMS Process Plan 2020-21 and Draft Annual Report 2018/19 |  |  | 13/08/2019 | Municipal Manager |
| Tabling to MAYCO of the Draft 2020/21 Process plan, 2018/19 Draft Annual Report and Annual Performance Report |  | Annual Financial Statements to MAYCO | 15/08/2019 | Municipal Manager |
| IDP, PMS and Budget Representative Forum to present draft IDP, Budget and PMS Process Plan 2019/20, PMS Framework and Annual Performance |  |  | 20/08/2019  22/08/2019  23/08/2019 | Portfolio Heads |
| Council Meeting - Adoption of the IDP/Budget/PMS Process Plan 2020-21 | Adoption of Draft Annual Report 2018/19 | Annual Financial Statements and Annual Performance Assessment Information Report & Draft Annual Report submitted to Auditor General  Submission of Conditional Grants Unspent Rollover Application | 28/08/2019 | Executive Mayor |
| SEPTEMBER 2019 | | | | |
| Review of Situational Analysis |  |  | 02-30/ 09/2019 | Senior Manager: Operations |
| Advertise IDP/Budget/PMS Process Plan on local newspaper |  |  | 03/09/2019 | Senior Manager: Operations |
| Submission of IDP/Budget/ PMS Process Plan to ADM, COGTA |  |  | 06/09/2019 | Senior Manager: Operations |
| IGR Clusters |  |  | 11,12,13/09/2019 | Portfolio Heads |
| Submission of draft Annual Report to MPAC for verification |  |  | 12/09/2019 | Senior Manager: Operations |
| IGR Forum |  |  | 18/09/2019 | Executive Mayor |
| ADM IDP/Budget/PMS Rep Forum |  |  | 20/09/2019 | Executive Mayor, ID Practitioners |
| Submission of personnel request forms |  |  | 27/09/2019 | HODs |
| OCTOBER 2019 | | | | |
| IDP/Budget/PMS Steering Committee Meeting – Directorate Situational Analysis review  Coordination of the Mayoral Imbizos |  |  | 07/10/2019 | Municipal Manager |
|  | Audit Committee Meeting - Presentation of the Draft Annual report,  AG audit status  Q1 Performance report |  | 08/10/2019 | Municipal Manager |
| MPAC Roadshows on Draft Annual Report |  |  | 22/10/2019  23/10/2019  29/10/2019 | MPAC Chairperson |
|  |  | Special Council meeting - Tabling of Section 52 Financial performance report  Submission of Quarterly budget returns | 30/10/2019 | Executive Mayor |
| NOVEMBER 2019 | | | | |
|  |  | Budget Steering Committee  Directorate submission of budget requests | 04/11/2019 | HODs |
| IGR Clusters |  |  | 05-08/11/2019 | Portfolio Heads |
|  | Finalisation of assessment of Annual Report by MPAC |  | 12/11/2019 | Municipal Manager |
| IDP/ Budget Rep Forum - presentation of the draft situational and needs analysis  MAYORAL IMBIZO |  |  | 19/11/2019  20/11/2019  22/11/2019 | Executive Mayor |
| ADM IDP/ Budget Rep Forum - presentation of the draft situational and needs analysis |  |  | 21/11/2019 | Executive Mayor, IDP Practitioners |
| IGR Forum |  |  | 29/11/2019 | Executive Mayor |
| DECEMBER 2019 | | | | |
| Departmental Strategic Planning |  |  | 03-06/12/2019 | HODs |
| IGR Forum |  |  | 04/12/2019 | Executive Mayor |
|  | Council Meeting – Tabling of Audited Annual Report and Financial Sttements  Adoption of Oversight Report |  | 11/12/2019 | Executive Mayor |
|  | Publication of the oversight report |  | 18/12/2019 | Senior Manager Operations |
| JANUARY 2020 | | | | |
|  |  | Budget Steering Committee | 09/01/2020 | Executive Mayor |
|  |  | Compile and finalize Mid-year report, adjustment budget and Revised SDBIP | 14/01/2020  15/01/2020  16/01/2020 | Municipal Manager |
|  | Performance Audit Committee - Q2 performance reports and mid-term performance reports |  | 17/01/2020 | Municipal Manager |
|  | Submission of performance information, Q2 – mid-term performance reports to Council |  | 28/01/2020 | Municipal Manager |
| Technical Strategic Session Refinement of Objectives, Strategies and Municipal priorities |  |  | 29/01/2020  30/01/2020  31/01/2020 | Municipal Manager |
| FEBRUARY 2020 | | | | |
| IDP/PMS/Budget Steering Committee - Reviewal of the strategies and objectives, setting up new objectives, strategies based on new priorities and budget adjustment |  |  | 04/02/2020 | Municipal Manager |
| Institutional Strategic Sessions - Reviewal of the strategies and objectives, setting up new objectives, strategies based on new priorities and budget adjustment |  |  | 05/02/2020  06/02/2020  07/02/2020 | Executive Mayor |
| Provincial Treasury Mid-year Performance Engagement |  |  | 11/02/2020 | CFO |
| IGR Clusters - Strategies and objectives and programs Presentation of project plans from Sector Departments |  |  | 11-14/02/2020 | Portfolio Heads |
| Council Meeting - Adoption of adjustment budget |  |  | 26/02/2020 | Executive Mayor |
| MARCH 2020 | | | | |
| IDP/Budget Steering Committee |  | Budget Steering Committee – discussions on Budget adjustment | 09/03/2020 | Executive Mayor |
| IGR Forum |  |  | 10/03/2020 | Executive Mayor |
| IDP/Budget/PMS Rep Forum - Presentation of Reviewed Draft IDP 2020-21 |  |  | 17/03/2020  18/03/2020  19/03/2020 | Executive Mayor |
| Policy Workshop for Council |  |  | 20/03/2020 | Municipal Manager |
| ADM IDP/Budget/PMS Rep Forum - Presentation of Reviewed Draft IDP 2020-2021 for adoption |  |  | 25/03/2020 | Executive Mayor |
| Ordinary Council Meeting – Tabling of Reviewed Draft IDP and Budget 2020-2021, Draft Procurement Plan, Tariffs, policies for approval and Organizational Structure |  | Table Q2 performance report including financial performance analysis report to Council | 25/03/2020 | Executive Mayor |
| APRIL 2020 | | | | |
| Advertisement of the draft reviewed IDP and Budget  Submission of Reviewed IDP document and Budget, to ADM, Provincial and National Treasury and the MEC for Local Government and Traditional Affairs |  |  | 05-12/04/2020 | Senior Manager Operations |
| IDP/Budget Roadshows - Public Comments Phase presentation of the Draft IDP and Budget to the  communities for comments |  |  | 07-09/04/2020 | Executive Mayor |
|  | Submission of Performance reports and performance information of Q3 |  | 07/04/2020 | Senior Manager Operations |
| IGR Clusters |  |  | 15-17/04/2020 | Portfolio Heads |
|  |  | Provincial Treasury Budget and Benchmarking Engagement | 17/04/2020 | CFO |
|  | Submission of Performance reports and performance information of the Q3 to Special Council | Tabling of Section 52(d) report | 29/04/2020 | Executive Mayor |
| MAY 2020 | | | | |
| IDP/Budget/PMS Steering Committee – adjustments to the Draft IDP and Budget considering inputs from the public |  |  | 04/05/2020 | Senior Manager: Operations |
| Budget Steering Committee |  |  | 06/05/2020 |  |
| IGR Forum |  |  | 07/05/2020 | Executive Mayor |
| IDP/Budget/PM Rep Forum |  |  | 12,13,14/2020 |  |
| ADM IDP/Budget/PMS Rep Forum |  |  | 14/05/2020 | Executive Mayor, IDP Practitioners |
| Tabling of final Draft IDP and Budget to Ordinary Council Meeting |  |  | 27/05/2020 | Executive Mayor |
| Technical Session, finalization of the SDBIP |  |  | 28/05/2020  29/05/2020 | Senior Manager: Operations |
| JUNE 2020 | | | | |
|  |  | MTREF Budget, budget related policies, published on council website | 03/06/2020 | CFO and Senior Manager Operations |
| Advertisement of Final IDP, Budget and Tariffs |  |  | 08/06/2020 | Senior Manager Operations and CFO |
|  | Submission of Draft SDBIP to Executive Mayor for Approval |  | 15/06/2020 | Municipal Manager |
| Facilitate printing of the IDP for 2020-2021 |  |  | 24/06/2020 | Senior Manager Operations and CFO |
|  | SDBIP advertised and submitted to Provincial and National Treasury & MEC for COGTA, AG & ADM |  | 24/06/2020 | Municipal Manager |

### IDP and Service Delivery and Budget Implementation Plan

Mbhashe municipal 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 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 had to review the planning process, including the setting of priorities and targets after reviewing the mid-year performance against the 2019/20 Departmental Service Delivery and Budget Implementation Plan. Planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

### Financial Modelling and Key Planning Drivers

As part of the compilation of the 2020/21 MTREF, the following key factors and planning strategies were undertaken to ensure affordability and financial sustainability:

* Policy priorities and strategic objectives
* Asset management
* Economic situation (i.e inflation and debt)
* Performance trends
* The approved 2019/20, adjustments budget and performance against the SDBIP
* Cash Flow Management Strategy
* Debtor payment levels
* Investment possibilities
* 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 Budget Circulars has been taken into consideration in the planning and prioritisation process.

### Community Consultation

The draft 2020/21 MTREF as tabled before Council on 25 March 2020 for community consultation was published on the newspaper, and hard copies were made available at all the unit offices and libraries.

All documents in the appropriate format (electronic and printed) were provided to National Treasury and provincial treasury, and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Ward Councillors Ward Committees were utilised to facilitate the community consultation process. The applicable dates and venues were published in the local newspapers. The consultation processes, including the specific targeting of ratepayer associations, sessions were scheduled with organised business. Other stakeholders involved in the consultation included churches, non-governmental institutions and community-based organisations. The consultation process was interrupted by the national lockdown and other means of consultation were utilised i.e. radio slots and virtual meetings.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were addressed, and where relevant considered as part of the finalisation of the 2020/21 MTREF. Feedback and responses to the submissions received are available on request.

## Overview of alignment of annual budget with IDP

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

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

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

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to Mbhashe, 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 Mbhashe strategically complies with the key national and provincial priorities.

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

The review of the IDP focuses of the infrastructure backlog of the whole Mbhashe area and also the prioritised as identified by the communities in all wards. The budget has been prepared in accordance with the IDP focusing on five national key performance areas, which are:

• Municipal transformation and development

• Service delivery and infrastructure development

• Local economic development

• Financial sustainability and viability

• Good governance and public participation

The abovementioned strategic focus areas informed the preparation of the budget and SDBIP with measurable performance indicators and targets.

After the tabling of the draft budget, a series of meetings was held throughout the municipal area to consult with the public representatives, civil society, business, labour and other government departments on how the budget addresses the IDP priorities and objectives. The feedback flowing from these meetings was referred to a management and MAYCO to find a way of attending to all the issues. Some has financial implications and some not.

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 through its budget and speed up service delivery.

IDP 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. The municipality has also aligned its budget and IDP in line with the National, provincial and district.

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.

In order to ensure integrated and focused service delivery between all spheres of government it was important for Mbhashe 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 good governance.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national, provincial and district priorities.

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

Lessons learned with previous IDP revision and planning cycles as well as changing environments were taken into consideration in the compilation of this IDP and budget with the aim of improving.

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.

## 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 Performance Management, the municipality has to develop and implement a performance management system of which system must be constantly refined as the integrated planning process unfolds.

The Municipality intends to monitors, assesses and reviews organisational performance which in turn is directly linked to individual employee’s performance and cascade it downwards to all levels. This will be done by appointing a service provider to assist in this process.

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. This area needs to be strengthened in order to improve service delivery.

## Overview of budget related-policies

The municipality’s budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies. The municipality has the following budget related policies:

* 1. Property Rates Policy
  2. Tariff Policy
  3. Credit Control and Debt Collection Policy
  4. Investment Policy
  5. Banking Policy
  6. Borrowing Policy
  7. Creditors, Councillors and Staff Payment Policy
  8. EFT Policy
  9. Budget Funding and Reserves Policy
  10. Petty Cash Policy
  11. Infrastructure Procurement and Delivery Management Policy
  12. Long Term Financial Planning Policy
  13. Supply Chain Management Policy
  14. SCM Commodity Based Procurement Policy
  15. SCM Process Turnaround Policy
  16. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
  17. Virement Policy
  18. Policy on the Management of Accumulated Surplus and Bad Debts
  19. Policy on the Planning and Approval of Capital Projects
  20. Asset Management Policy
  21. Indigent Policy
  22. Related Party Policy
  23. Policy on the Write-Off of Irrecoverable Debt
  24. Fleet Management Policy

## Overview of budget assumptions

### External factors

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality’s finances.

### General inflation outlook and its impact on the municipal activities

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

* National Government economic targets;
* The general inflationary outlook and the impact on the municipality’s residents and businesses;
* The impact of municipal cost drivers;
* The impact of tariffs
* The increase in the cost of remuneration. The wage agreement SALGBC concluded with the municipal workers unions.
* Infrastructure backlogs

### Collection rate for revenue services

The base assumption is that tariff for property rates will not increase as the municipality is currently doing valuation. The collection rate on arrear debt is very high and consumers are not paying. The municipality only collect rates and refuse.

### Impact of national, provincial and local policies

Integration of service delivery between national, provincial, district 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;
* Infrastructure development
* Rural development and agriculture; and
* Fighting crime and 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, district and local objectives.

### Ability of the municipality to spend and deliver on the programmes

The municipality has been underspending in past two years resulting in roll overs of the conditional grants. The cash flow projection for this 2020/21 has been completed in the budget.

## Overview of budget funding

### Cash Flow Management

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. 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.

### Cash Backed Reserves/Accumulated Surplus Reconciliation

A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall 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). It is also important to analyse trends to understand the consequences.

### Funding compliance measurement

National Treasury requires that the municipality assess its financial sustainability against different measures that look at various aspects of the financial health of the municipality. 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.

#### 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.

## Legislation compliance status

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

* + - 1. In year reporting

Reporting to Provincial and National Treasury in electronic format was complied with on a monthly basis. Reporting is improving each and every year.

* + - 1. Internship programme

The municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions within Budget and Treasury and Internal Audit.

* + - 1. Budget and Treasury Office

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

* + - 1. Audit Committee

An Audit Committee and performance audit committee has been established and is fully functional.

* + - 1. Service Delivery and Implementation Plan

The detail SDBIP document is at a draft stage and will be finalised after approval of the IDP and budget, and will be signed by the mayor thereafter.

* + - 1. Annual Report

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

1. Policies

The municipality is currently reviewing all its policies and a workshop will be conducted for all councilors and employees before submission to council for adoption.