

NDLAMBE MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN(SDBIP 2017/2018)

2017/2018



NDLAMBE LOCAL MUNICIPALITY (EC 105)

**THE SERVICE DELIVERY BUDGET
IMPLEMENTATION PLAN (SDBIP)
FOR NDLAMBE MUNICIPALITY
2017/2018 FINANCIAL YEAR**

PPaxi

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Cllr PP Faxi
Mayor

25 July 2017

.....
Date of Approval

Comment:

1. INTRODUCTION

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

2. LEGISLATIVE IMPERATIVE

In terms of Section 53 (1) (c) (ii) of the Local Government: Municipal Finance Management Act (MFMA), the SDBIP is defined as a detailed plan approved by the Mayor of a municipality for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate the following –

(a) projections for each month of –

- (i) revenue to be collected, by source; and
- (ii) operational and capital expenditure, by vote

(b) service delivery targets and performance indicators for each quarter, and

(c) other matters prescribed

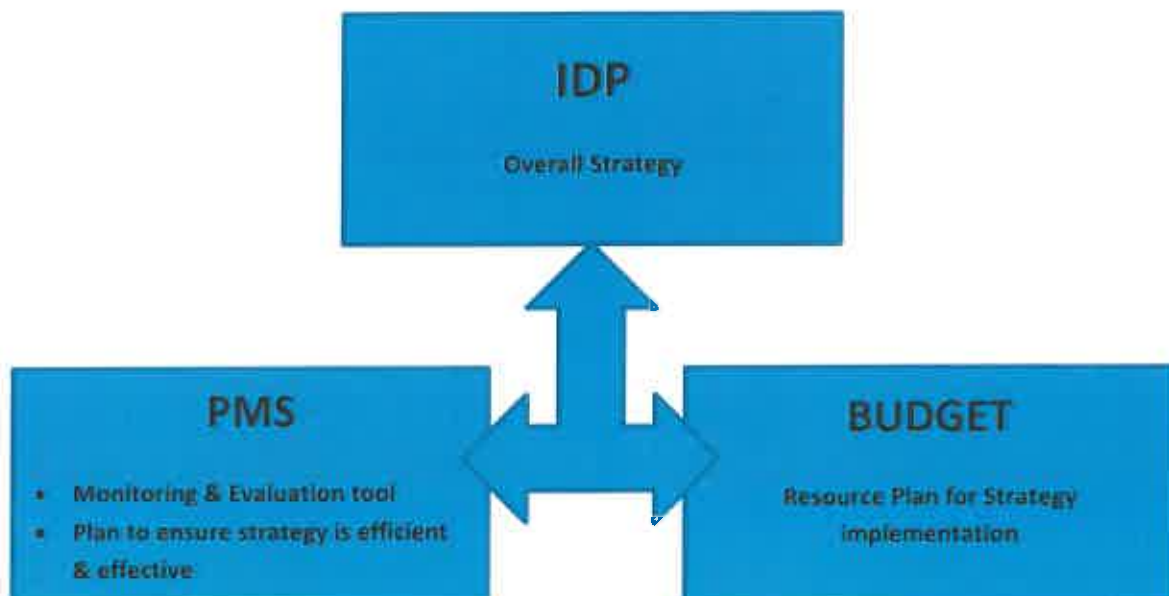
The SDBIP for 2017/2018 is based on the reviewed IDP and influences the Budget tabled in Council on 30 June 2017.

In terms of Section 69 (3) (a) the Municipal Manager must by no later than 14 days of the approval of the annual budget submit the draft SDBIP to the Mayor. In terms of Section 53 (1) (c) (ii) of the MFMA, the Mayor must approve the SDBIP within 28 days after the approval of the budget. In addition, the Mayor must ensure that the revenue and expenditure projections for each month as well as the service delivery targets and performance indicators as set out in the SDBIP are made public after approval.

3. LINKING THE IDP, BUDGET AND PERFORMANCE MANAGEMENT

The IDP ultimately forms the strategic landscape of Council on which the strategic vision of Council as political structure is encapsulated and documented. Within the IDP a taxonomy of priorities, objectives, initiatives and projects exist from which the Performance Indicators and Performance Targets that underpin the Performance Management System will be derived. The figure below shows the relationship between the IDP, PMS and the Budget:

Figure 1: Linkages between the IDP, Budget and Performance Management



The IDP is a key strategic planning tool in which the Municipality's five-year programmes and projects are set out. The IDP programmes and projects inform the Municipality's budgeting processes. Performance management measures IDP implementation and budget performance.

4. PERFORMANCE MANAGEMENT MODEL

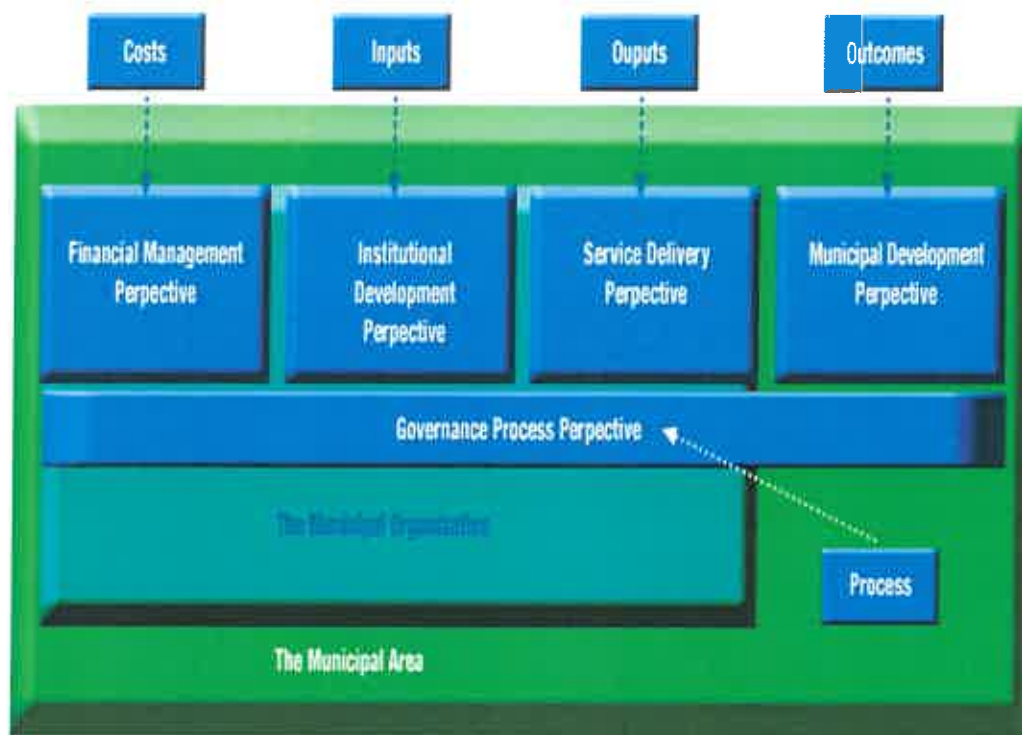
A performance management model is a conceptual framework that guides on what should be measured and managed within the municipality. Such measurement occurs through the grouping together of performance indicators, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. It further ensures that a balanced set of measures are employed that do not rely on only one facet of performance, but represent a holistic and integrated assessment of the performance of an organisation.

Performance management will be applied to various levels within the municipality. The legislative framework as set out above provides for performance management at various levels in a municipality include organisational (sometimes also referred to as municipal, corporate or strategic) level, operational (also referred to as services, departmental or section/team level) and lastly, at individual level (referred to as performance agreements). These levels are however integrated and interdependent on each other.

The model that will be utilised by the municipality is aimed at ensuring alignment of the PMS to the IDP and is linked to the Regulations, 2001, the Five-Year Local Government Strategic Agenda and the Vuna Municipal Excellence Awards. The following national key performance areas (KPAs) as propounded in the Five-Year Local Government Strategic Agenda form the thrust of performance management model of the municipality:

1. Municipal Transformation and Organisational Development
2. Infrastructure Development and Service Delivery
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation

Figure 2 below illustrates how the municipality will utilise the performance scorecards in order to measure and enhance performance in an integrated ongoing process, taking into account the five national KPAs, which are referred to as performance perspectives in this regard.



Source: Palmer Development Group (2006)

Figure 2: Structure of Municipal Scorecard

4.1 Strategic (Organisational) Performance linked to the Integrated Development Plan (IDP) of Ndlambe Municipality

At this level the performance of the municipality will be measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This will be done on the basis of key performance indicators and targets set for each of the IDP objectives of the municipality. Given the fact that the IDP has a five-year time span, the measures set at this level will be of a strategic and mostly long-term nature with an outcome and impact focus. The measures set for the Municipality at an organisational level will be captured in an organisational scorecard.

4.2 Operational (Departmental) Performance linked to the Service Delivery and Budget Implementation Plan (SDBIP) of Ndlambe Municipality

The validity of the strategy of the municipality and the extent to which it is successfully implemented will also be measured and managed at an operational (departmental) level. This will be achieved by measuring against the progress made with regard to service delivery and budget implementation of the municipality through service delivery measures and targets captured in the annual service delivery and budget implementation plan (SDBIP) of a municipality. Given the fact that a SDBIP has a one-year time span, the measures set at this level will be of an operational and short to medium-term nature with an input (budget) and output (service delivery) focus.

4.3 Individual Performance linked to OPMS and the individual's key performance areas and job descriptions

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and the business plans (SDBIPs) of the municipal operational units (departments). The Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, 2006 have put in place a legislative framework for linking the individual performance of section 57 Managers to the strategy and operations of the municipality.

By cascading performance measures from organisational to operational and individual levels, both the IDP and the SDBIP form the link to individual performance management. This link ensures that performance management at the various levels relate to one another, which is a requirement of the Municipal Planning and Performance Regulations, 2001. The MFMA, 2003 specifically requires that the annual performance agreements of managers will be linked to the SDBIP of the municipality and the measurable performance objectives approved with the budget.

5. ORGANISATIONAL SCORECARDS AT DIFFERENT LEVELS

Figure 2 presents two levels of scorecards for Ndlambe Municipality, namely, that is the Strategic Scorecard and the SDBIP Scorecard.

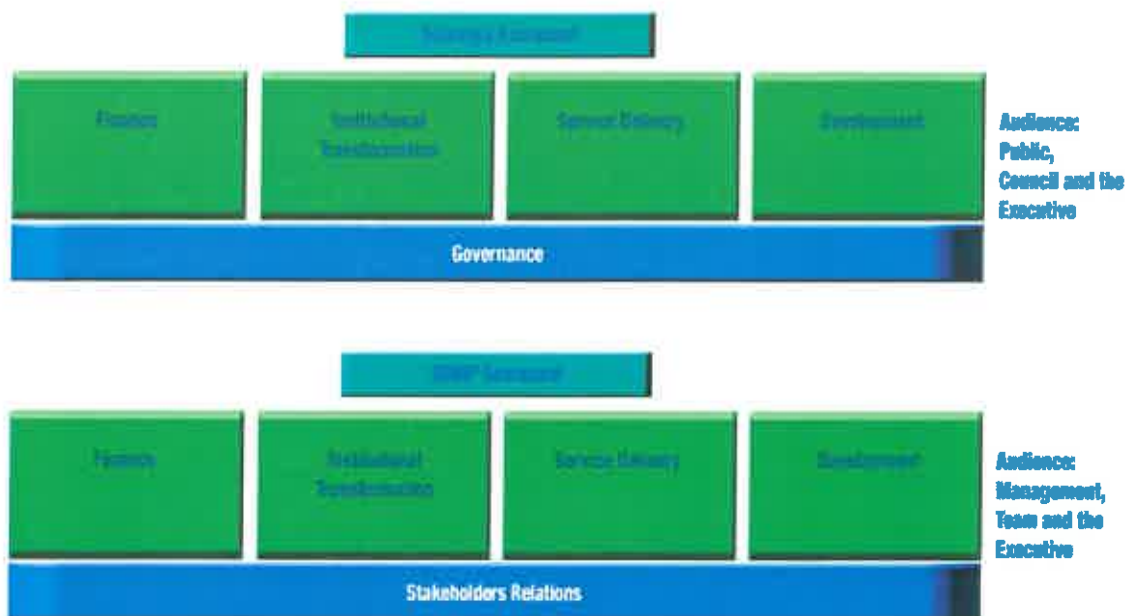


Figure 2: Two Levels of Municipal Scorecards

5.1 The Strategic Scorecard

The strategic scorecard will provide an overall picture of performance for the municipality as a whole, reflecting performance on the strategic priorities set in the IDP.

The development perspective of this scorecard will therefore necessitate that information be collected from other development role players in the municipal area for reporting purposes. These include other spheres of government, state-owned enterprises, business formations and civil society organisations.

In his/her capacity as the accounting officer of the municipality, the Municipal Manager is primarily responsible for performance on the Strategic Scorecard. As such, the strategic scorecard is closely linked and forms the largest component of how the Municipal Manager's performance will be appraised. His monthly and quarterly reports to the Executive Committee and Municipal Council will, among other things, detail how the key performance areas, key performance indicators and targets on the strategic scorecard are being progressively achieved. Similarly, the mid-year and annual reports of the MM will clearly capture progress on the strategic scorecard of the municipality. Such report will be placed on the website of the municipality in order to maximise public awareness and participation in local governance.

5.2 SDBIP Scorecards (One-year scorecard)

The SDBIP scorecards will capture the performance of each municipal department. Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a SDBIP scorecard will provide a comprehensive picture of the performance of each department. It will consist of objectives, indicators and targets derived from the service plan and service strategies.

Management will ensure that the SDBIP scorecards do not duplicate current reporting. Rather, the SDBIP scorecards will be integrated as a core component of the municipality's vertical reporting system. The SDBIP scorecards will simplify all regular reporting from departments to the municipal manager and portfolio committees / councillors.

SDBIP Scorecards will comprise the following components:

- **Development perspective** for departmental outcomes, which sets out the economic and social developmental outcomes that the service is to impact on. In this vein, the development perspective of this scorecard will seek to assess the extent to which the strategies that are implemented by the department are contributing towards the intended developments in the municipal area.
- **Service delivery perspective**, which sets out the products and services that the department will deliver. This perspective will include service delivery targets and key performance indicators for each quarter.
- **Institutional transformation perspective**, which sets out how the department will manage and develop its human resources, information and organisational development.
- **Financial management perspective**, which sets out:
 - projections of revenue to be collected by source
 - projections of operational and capital expenditure by vote

Performance reporting in this section of the scorecard will be in terms of actual performance against projections.

- **Stakeholder relations perspective**, which sets out how the department will improve its relationship with its key stakeholders. In essence, this perspective relates to the **governance and community participation** KPA as it applies to all municipalities in terms of the 5-Year Local Government Strategic Agenda. Therefore, each municipal department will account as to how it

promotes good governance and public participation in local governance. This will enable the said constitutional and legislative injunctions to be upheld at a departmental level, thereby breaking silo operations as all departments will be compelled to work with one another in this regard.

In addition to the requirements of the MFMA, 2003 and the National Treasury Guidelines for SDBIPs, the SDBIP scorecard approach provides an additional opportunity to set objectives, indicators and targets for, as well as report against:

- a) Service Outcomes
- b) Institutional Transformation Issues
- c) Stakeholder Relations

It will be noted that the relevant S57 Manager is primarily responsible for performance on the SDBIP Scorecard. As such, the SDBIP scorecard is closely linked to, and forms the largest component of, how the S57 manager's performance will be appraised. Against this backdrop, it is noteworthy that performance in the form of a SDBIP scorecard will be reported monthly and quarterly to the Municipal Manager and the relevant Portfolio Councillor and/or Committee. Every HOD will be expected to meaningfully contribute to the promotion of public participation.

6. REPORTING ON THE SDBIP

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the municipal administration. A series of reporting requirements are outlined in the MFMA. Both the Mayor and the Accounting Officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports for which MFMA gives very clear outlines. The reports then allow the Councillors of the Ndlambe municipality to monitor the implementation of service delivery programs and initiatives across its jurisdiction.

6.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month. Reporting must include the following:

~~i-actual-revenue, per source;~~

- ii. actual borrowings;
- iii. actual expenditure, per vote;
- iv. actual capital expenditure, per vote;
- v. the amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- a. any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;
- b. any material variances from the service delivery and budget implementation plan and;
- c. any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget.

6.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

6.3 Mid-year Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for midyear reporting. The Accounting Officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

- i. the monthly statements referred to in section 71 of the first half of the year
- ii. the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- iii. the past year's annual report, and progress on resolving problems identified in the annual report; and
- iv. the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustment budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the municipality accountable to the community.

7. PLANNING PERFORMANCE

The municipality must involve the community in deciding what priorities and needs it wants to achieve. Community involvement will be in line with relevant legislation and approved policy. The planning cycle delivers a five year and annually reviewed IDP (including a Corporate Scorecard with definitions), an annual Corporate SDBIP, Directorate or Departmental Scorecards. Planning ensures that clear strategic direction is set and prioritised. Planning is informed by feedback on performance.

This is the stage where Strategic objectives, performance indicators and targets are determined. Indicators measure the extent to which objectives are being achieved, indicating performance in relation to outcomes, outputs, activities and inputs. Targets set the level of performance to be achieved within a defined period of time. Indicators must be measurable, relevant, objective and precise. They must include outcomes, output and input indicators. National general indicators must be included.

The IDP will be set for the five year term of office of the elected council and reviewed annually. It will include the SFAs, corporate objectives (strategic objectives), corporate indicators and targets. There will be a direct relationship between the corporate objective, corporate indicator and target. The actual achievements of targets set for the objectives will be reported on quarterly bases where appropriate. They will form the platform for the quarterly and annual reports on performance.

The components will be interlinked to ensure implementation. All the corporate objectives and indicators will cascade into a Directorate and/or a Departmental SDBIP and/or the Municipal Manager's and/or a section 57 appointees scorecards.

7.1 Monitoring, Measuring, Evaluating and Reviewing performance

Monitoring and measuring are the processes and procedures to collect, collate and analyse organisational performance data on an on-going basis to determine whether planned performance

targets have been met, exceeded or not met. It will take place on a quarterly and an annual basis. The performance evaluation results are determined by regular management meetings to establish:

- Year- to- date performance progress and reasons for variances for both under- or over performance; and
- Remedial action (effective methods of correction or enhancement), if any, which need to be taken to achieve the agreed performance targets.
- A date for implementation and a responsible person will be identified.

A review of indicators and targets can take place to the extent that changing circumstances so demand and in accordance with a prescribed process. These are limited to major organisational changes and when the budget is adjusted. Reporting performance includes an Annual Report to the relevant Council committees and to the community for comment and Quarterly reports at corporate, directorate and department level to the relevant Council committees.

7.2 Auditing and Oversight

Internal Audit and Audit Committee (includes the Performance Management committee) review the OPM system for functionality, performance information and compliance. The Auditor General and Standing Committee on Public Accounts (SCOPA) review the Annual Report.

8. MUNICIPAL SCORECARDS

8.1 Corporate/Institutional Scorecard 2017/2018

High level municipal wide service delivery breakdown is presented in this section. Service delivery targets and performance indicators will be cascaded into the Directorate, Departmental and Director's Scorecards, which will be used for internal monitoring of the organisation. The scorecard is attached herein as **ANNEXURE A**

8.2 Scorecard Indicator Definitions for 2017/2018

Definitions and the Standard / Norm / Benchmark of the indicators are provided to clarify the measurement. The municipality is currently developing these definitions to clarify the meanings of indicators thus avoiding any ambiguity that may arise. They will be added with the consent from the

Mayer.

8.3 2017/2018 Quarterly Corporate Scorecard

The scorecard provides the quarterly corporate targets against which the municipality will be held accountable. Service delivery targets and performance indicators will be cascaded into the Directorate, Departmental and Director's Scorecards (Section 57 employees), which will be used for internal monitoring of the organisation.

**NDLAMBE LOCAL MUNICIPALITY
2017/2018 FINANCIAL YEAR
SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)
RECONCILE**

Legend:
 Included in the institutional scorecard but it is not on the Special projects scorecard.
 No information
 No budget allocation - included in the operational budget

Finance	A premier piece to well-functioning work and do business	Improve the municipal systems operational	Operational efficiencies and governance	Unqualified audit	Unqualified audit 2018	OEG 1.1.1	OEG 1.1.1.1	OEG 1.1.1.2	OEG 1.1.1.3	OEG 1.1.1.4	OEG 1.1.1.5	OEG 1.1.1.6	OEG 1.1.1.7	OEG 1.1.1.8	Quantified result (2015/16 audit report)	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	Unqualified audit report
Finance			Enhanced fiscal discipline programme	Centralise Supply Chain Management	OEG 1.1.2: % of Supply chain management	R 62 000.00	Job evaluation descriptions developed	Potential Supply Chain Management Interviewed	Staffed and well equipped supply chain in place	100% Supply Chain Management System in place	100% of municipality goods & services procured	Functional Centralised Supply Chain Management Audit report								
Finance				Reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	OEG 1.1.3: % reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	R 0.00	82% expenditure spend on approved budget	83% expenditure spend on approved budget	84% expenditure spend on approved budget	85% expenditure spend on approved budget	80% expenditure spend on approved budget	82% expenditure spend on approved budget	83% expenditure spend on approved budget	84% expenditure spend on approved budget	85% expenditure spend on approved budget	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy
Finance				Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February	OEG 1.1.4: % Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February	R 0.00	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	Report on budget adjustment approved by Council in terms of all legislated requirements by 28th February
Finance				Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties.	OEG 1.1.5: No. of supplementary valuation rolls in place	R 653 613.00	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	1 Supplementary valuation roll
Finance				Improve expenditure of allocated budgets	OEG 1.1.6: % Expenditure spend on	R 0.00	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance of budget preparation & budget related policies finalization within MFMA prescripts	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	Expenditure reports
Finance				Compliance with budget preparation and budget related policies finalisation in accordance with the MFMA	OEG 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA	R 0.00	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	Compliant budget preparation and budget related policies finalisation in MFMA prescripts
Finance				Number of in year budget performance reports as required by MFMA submitted on time	OEG 1.1.8: % of in year budget performance reports as required by MFMA submitted on time	R 0.00	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% of in year budget performance reports as required by MFMA submitted on time	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	100% compliance with Audit Action Plan	Compliant budget performance reports as required by MFMA submitted on time

Finance						R 0.00			12 positive cash flow management according to MFMA and its regulations	3 positive cash flow management according to MFMA and its regulations	3 positive cash flow management according to MFMA and its regulations	3 positive cash flow management according to MFMA and its regulations	3 positive cash flow management according to MFMA and its regulations	12 positive cash flow management according to MFMA and its regulations	Monthly Cash Flow reports
Finance						R 0.00			% reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	% reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	% reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	% reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	% reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	100% reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	Audit report
Finance						R 0.00			% Reduction in fruitless and wasteful expenditure	% Reduction in fruitless and wasteful expenditure	% Reduction in fruitless and wasteful expenditure	% Reduction in fruitless and wasteful expenditure	% Reduction in fruitless and wasteful expenditure	100% Reduction in fruitless and wasteful expenditure	Audit report
Finance						R 0.00			6% interest returns	6% interest returns	6% interest returns	6% interest returns	6% interest returns	= or < 6% interest returns	Investment Register
Finance	Enhanced governance programme					R 0.00			100% Compliance with legislated SCM reporting requirement in line with SCM Policy and MFMA	100% Compliance with legislated SCM reporting requirement in line with SCM Policy and MFMA	100% Compliance with legislated SCM reporting requirement in line with SCM Policy and MFMA	100% Compliance with legislated SCM reporting requirement in line with SCM Policy and MFMA	100% Compliance with legislated SCM reporting requirement in line with SCM Policy and MFMA	100% Compliance with legislated SCM reporting requirement in line with SCM Policy and MFMA	Compliant SCM reports
Finance						R 0.00			100% Standard operating procedures operationalised in accordance with SCM policy and legislation	100% Standard operating procedures operationalised in accordance with SCM policy and legislation	100% Standard operating procedures operationalised in accordance with SCM policy and legislation	100% Standard operating procedures operationalised in accordance with SCM policy and legislation	100% Standard operating procedures operationalised in accordance with SCM policy and legislation	100% Standard operating procedures operationalised in accordance with SCM policy and legislation	Standard operating procedures operationalised in accordance with SCM policy and legislation
Finance						R 0.00			0% Compliance with steps to mainstream the implementation of the SCM according to the policy and good practise	0% Compliance with steps to mainstream the implementation of the SCM according to the policy and good practise	0% Compliance with steps to mainstream the implementation of the SCM according to the policy and good practise	0% Compliance with steps to mainstream the implementation of the SCM according to the policy and good practise	0% Compliance with steps to mainstream the implementation of the SCM according to the policy and good practise	100% Compliance with steps to mainstream the implementation of the SCM according to the policy and good practise	Report on steps to mainstream the implementation of the SCM
Finance						R 0.00			% of Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	% of Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	% of Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	% of Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	% of Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	100% of Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	Audit report
Finance						R 6 026 911.00			Increase in the number of employees that are competent (SETA certification) on minimum	Increase in the number of employees that are competent (SETA certification) on minimum	Increase in the number of employees that are competent (SETA certification) on minimum	Increase in the number of employees that are competent (SETA certification) on minimum	Increase in the number of employees that are competent (SETA certification) on minimum	7 finance employees that are competent (SETA certification) on minimum	HR Finance Skills reports
Finance						R 1 457 111.00			100% Creditors paid within 30 days or contractual	100% Creditors paid within 30 days or contractual	100% Creditors paid within 30 days or contractual	100% Creditors paid within 30 days or contractual	100% Creditors paid within 30 days or contractual	100% Creditors paid within 30 days or contractual	Outstanding Creditors Report

Corporate	Team building excursion to enhance service delivery through motivation, silo elimination & discovery of new / latent skills	OEG 1.1.29	OEG 1.1.29: Internal positive perception survey result -- % Rapid response weekly meetings	R 15 000.00	Siloed	50% Rapid response weekly meetings attendance & % items actioned % of lower level staff attending	50% Rapid response weekly meetings attendance & % items actioned % of lower level staff attending	70% Rapid response weekly meetings attendance & % items actioned % of lower level staff attending	80% Rapid response weekly meetings items actioned	Cohesive, efficient management team	Perception survey report - actioned items & attendance numbers
Corporate	Capacitation of Municipality workforce & Wellness programme	OEG 1.1.30	OEG 1.1.30: % skills gap closed as per baseline	R 0.00	Skills gap audit outcome	5% skills gap closed as per baseline	10% skills gap closed as per baseline	15% skills gap closed as per baseline	20% skills gap closed as per baseline	More efficient & effective workforce & council	Internal perception survey reports
Corporate	Wellness programme	OEG 1.1.31	OEG 1.1.31: % of days lost for sick leave	R 1 000 604.00	High level of absenteeism	20% reduction of days lost as per baseline	30% reduction of days lost as per baseline	50% reduction of days lost as per baseline	70% reduction of days lost as per baseline	70% reduction of days lost as per baseline	Leave reports
Finance	Libraries	OEG 1.1.31	OEG 1.1.31: Number of ventures increasing	R 0.00							
Corporate	Employment Equity	OEG 1.1.32	OEG 1.1.32: % of people employed must comply with the targets set in Employment Equity Plan for	R 50 000.00		Recruitment Prioritising designated groups		Training of the LLF on EE	Employment from the designated groups and one Indian person	Employment of staff from the designated groups and 1% percent from people with disability and	EE Report
Corporate	Job Evaluation	OEG 1.1.33	OEG 1.1.33: Mechanisms for Job Evaluation	R 240 000.00							
Finance	Performance A Municipal Management	OEG 1.1.34	OEG 1.1.34: Performance plan developed	R 0.00							
Finance	PMS Framework in place and cascaded to Supervisory and Management levels	OEG 1.1.35	OEG 1.1.35: PMS Framework reviewed and a plan to cascade	R 61 000.00							
Finance	Enhance performance reporting	OEG 1.1.35	OEG 1.1.35: Municipal quarterly, mid-year and annual performance reports	R 0.00							
Finance	Integrated Development Planning	OEG 1.1.36	OEG 1.1.36: Reviewed IDP annually and adopted	R 255 700.00							
Infrastructure	CAPEX fund mobilization	SAI 1.2.1	SAI 1.2.1: No. of funding partnerships established & %	R 0.00		Engagement with 20 potential funding partners		30% of successful engagements	20% Funding confirmation letter / contract signed	<R100m CAPEX funds raised	DORA & Confirmation letters
Infrastructure	Bulk Water & Sewerage Infrastructure	SAI 1.2.2	SAI 1.2.2: Number and location of identified	R 0.00	Consultants assessing potential projects	Potential projects & sites identified				Potential projects & sites identified	Consultants' report
Infrastructure		SAI 1.2.3	SAI 1.2.3: increased number of households with	R 0.00							
Infrastructure	Pre-feasibility studies of identified infrastructure projects - to include integration into NM	SAI 1.2.4	SAI 1.2.4: Pre-feasibility studies of identified projects & sites	R 0.00		Pre-feasibility studies of identified projects & sites		Pre-feasibility study for identified projects & sites completed		Pre-feasibility study completed	Pre-feasibility report

Infrastructure						R 0.00	Dept. of Water & Sanitation, COGTA	Engagement with 10 potential funding & fund raising partners	10 Projects Identified & Business Plans Developed	10 Projects Identified & Business Plans Developed	10 Projects Identified & Business Plans Developed	Identified projects Report - Project - HMOUs
Infrastructure						R 0.00	Dept. of Water & Sanitation, Amatola Water, DWSA, Dept. WSA	2 Bulkwater partners (Band Water, DWSA, Dept. WSA)	30% of successful engagements	30% of successful engagements	30% of successful engagements	30% of successful engagements
Infrastructure						R 0.00	Dept. of Water & Sanitation, COGTA					DORA & Confirmation letters
Infrastructure						R 4 750 002.00	None					20% Funding confirmation letter / contract
Infrastructure						R 12 620 002.00	Water Conservation & Water Demand Management Reports-Business plans for funding request from DWS, Leaks pilot project report.	Engagement of / with water demand management specialist	40% progress on development of Water Conservation & Water Demand Management Strategy	80% progress on development of Water Conservation & Water Demand Management Strategy	100% progress on development of Water Conservation & Water Demand Management Strategy	Water Conservation & Water Demand Management Strategy Implemented
Infrastructure						R 2 143 500.00	49% compliance	Action Plan in place	20% Progress on the implementation of the Action Plan	40% Progress on the implementation of the Action Plan	40% Progress on the implementation of the Action Plan	Blue drop assessment report - Action Plan
Infrastructure						R 554 996.00	23% compliance	Action Plan in place	10% Progress on the implementation of the Action Plan	15% Progress on the implementation of the Action Plan	25% Progress on the implementation of the Action Plan	Green drop assessment report - Action Plan
Infrastructure						R 5 029 244.00	371km requiring maintenance & upgrading	100% Assessment complete	100% Assessment Report completed	100% Assessment report complete	Completed Assessment Report	Assessment Report
Infrastructure						R 0.00						Draft Roads Master Plan
Infrastructure						R 0.00	Dept. of Public Works, COGTA	Engagement with potential funding & fund raising partners	Projects Identified & Business Plans Developed	Projects Identified & Business Plans Developed	Projects Identified & Business Plans Developed	Identified projects Report - Project - Business Plans
Infrastructure						R 0.00	Dept. of Public Works, COGTA					DORA & Confirmation letters
Infrastructure						R 63 999 953.00	R50m worth of maintenance & upgrading projects	Engagement with potential funding & fund raising partners				DORA & Confirmation letters
Infrastructure						R 0.00	Dept. of Energy					DORA & Confirmation letters

Infrastructure				Processing of land use applications	SAI 1.2.18: No. of applications processed within legislated time	R 0.00		30% of applications processed within legislated time	40% of applications processed within legislated time	45% of applications processed within legislated time	50% of applications processed within legislated time	Updated land use register
Infrastructure				Identification of possible sources of Funding & Development of Business Plans for the for Reviewing	SAI 1.2.19: Identified sources of funding & Business Plan Identified	R 0.00	COGTA (2013)				Identified sources of funding & Project Business Plan/s	Confirmation letters
Infrastructure				Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past	SAI 1.2.20: Reviewed spatial development framework in line with SPLUMA, Land	R 1 171 746.00	2013 Approved SDF	Engagement with potential funding & fund raising partners			An approved spatial development framework (Due 2018/19)	
Infrastructure				Framework for mixed housing development	SAI 1.2.21: Framework for mixed housing development in	R 330 004.00	None		Framework for mixed housing development in place		Framework for mixed housing development in place	Mixed Housing framework report
Infrastructure				Leasing of caravan parks	SAI 1.2.22: Enhanced caravan park Infrastructure	R 513 504.00	Caravan parks in need of upgrading	Engagement with potential funding & fund raising partners	Caravan Infrastructure projects identified & Business Plans Developed	30% of successful engagements	20% Funding confirmation letter / contract signed	Confirmation letters
Infrastructure				Fleet management	SAI 1.2.23: % of Adequate fleet in place	R 13 676 154.00	% of adequate fleet in place	Engagement with potential funding & fund raising	Fleet funding Business Plans Developed	30% of successful engagements	20% Funding confirmation letter / contract	Confirmation letters
Infrastructure					SAI 1.2.24: Fleet management policy in place	R 0.00	Fleet management policy					
LED				Identification of possible sources of funding for SMEs support for agriculture production, agro-processing - (Chicory, Agri-based projects implementation (Chicory, Horticulture, Dairy)	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & %	R 1 170 000.00	1 business plan developed and submitted to DRDLJ, Engagement with potential partners / funders identified oceans economy sites	5 sources of funding identified SMEs development potential partners / funders engaged	100% business plans for identified & engaged possible developed & submitted	50% of business plans submitted funded	50% of business plans submitted funded	DORA & Confirmation letters
LED					VAE 1.3.2: No. of SMEs horticulture projects at implementation	R 0.00	Agri-park programme - Sundays River - Alexandria support farmer				3 funded agri-based project implementation plans in place	Project Implementation plans
LED				Identification of possible sources of funding for SMEs support for heritage tourism	VTE 1.4.1: No. of identified sources of funding for SMEs support for heritage	R 0.00	Heritage sites survey report	5 possible sources of funding partners / instruments identified			5 possible sources of funding partners / instruments identified	List of possible sources of funding
LED				Development / Intensification of partnerships with possible funders & investors	VTE 1.4.2: % of identified potential SME heritage support partners &	R 650 004.00	None		50% potential partners / funders engagements	50% of potential partners / funders engaged	50% of potential partners / funders engaged	MOUs, MOAs
LED				Sourcing of funding for SMMEs support for Heritage Tourism Projects	VTE 1.4.3: % of business plans for identified & engaged possible funders for SME	R 0.00	Heritage sites survey report	100% business plans for identified & engaged possible funders developed & submitted			50% of business plans submitted funded	DORA & Confirmation letters

LED				Develop a vibrant, rapidly growing, employment generating Oceans	A vibrant rapidly growing Oceans economy	Blue Oceans economy program	Partner with global partners /investors advanced in Oceans economy	VOE 1.5.1	VOE 1.5.1: No. of Partnerships established / Investors	R 0.00	List of projects submitted to Dept. of public works net. To be part of provincial bank, Investors - Operation Phakisa							5 major investors / partners identified	5 major investors / partners identified	Partnership agreement
LED							Sourcing of funding for the development of identified oceans economy initiatives (Development of small harbor in PA, Dredging of the Kowie river project, Kowie river banks rehabilitation project.	VOE 1.5.2	VOE 1.5.2: % of potential funders engaged, business plans submitted & funded	R 0.00	Investors conference to be hosted by provincial govt							50% of business plans submitted funded	50% of business plans submitted funded	DORA & Confirmation letters
LED							Sourcing of funding for the development of SMMES and maritime skills	VOE 1.5.3	VOE 1.5.3: % of potential funders / partners for the development of SMMES and maritime skills	R 0.00	Investors conference to be hosted by provincial govt							50% of business plans submitted funded	50% of business plans submitted funded	DORA & Confirmation letters
LED				Develop a vibrant, rapidly growing, "New economy" based employment generating	A vibrant rapidly growing "New economy" technologies based employment	"New" economy development programme for the youth	Promote new economy technologies: ITCs, Cyber-security, Precision agriculture, Renewable energies (Solar, Hydrogen cell, Wind)	VNE 1.6.1	VNE 1.6.1: New economy strategy in place	R 0.00	None	New economy strategy in place							New economy strategy in place	New Economy Strategy Report
LED							Undertake feasibility studies for prioritized projects	VNE 1.6.2	VNE 1.6.2: Feasibility studies of new economy technologies	R 0.00	None							4 Feasibility studies of new economy technologies prioritized	4 Feasibility studies of new economy technologies prioritized	Feasibility studies reports
LED							Establish linkages with BRICS partners	VNE 1.6.2	VNE 1.6.2: No. of linkages with BRICS	R 0.00	None	Lobby DIRCO to leverage on BRICS membership						4 linkages with BRICS partners established	4 linkages with BRICS partners established	BRICS Unlinkages report
LED							Use of Open Innovation platforms to gain competitive advantage	VNE 1.6.3	VNE 1.6.3: No. of Open Innovation Platforms	R 0.00	None							4 Open Innovation platforms challenges	4 Open Innovation platforms challenges	Open Innovations Challenges reports
Finance				Improve financial viability of the municipality	Financial viability of the municipality	Alternative funding options strategy	Identify alternative sources of funding & develop additional revenue generating strategies	FVM 2.1.1	FVM 2.1.1: % Target Budget realized	R 0.00	Inadequate municipal operational budget - R32m	Business Plans of all service delivery projects						<R100m budget	<R100m budget	Memo, Municipal account
Finance							Engage financial advisory services	FVM 2.1.2	FVM 2.1.2: Financial	R 0.00	Ad hoc engagement R 8 069 843	Engage & Contract financial advisors						Financial advisors in place	Financial advisors in place	Contract / SLA
Finance							Increase budget provision for asset repairs and maintenance	FVM 2.1.3	FVM 2.1.3: % increased budget provision for	R 566 772.00								1% increased budget provision for asset repairs and	1% increased budget provision for asset repairs and	Asset repairs & maintenance
Finance							Ensure optimal billing for services	FVM 2.1.4	FVM 2.1.4: No. of Meter reading reports	R 0.00	0 reports	3 reports						3 reports	3 reports	Meter reading reports
Finance							Revenue collection improvement	FVM 2.1.5	FVM 2.1.5: % Revenue collection	R 0.00	82% revenue collection efficiency	83% revenue collection efficiency						86% revenue collection efficiency	88% revenue collection efficiency	Revenue collection reports

Special Projects	Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	Changes to equitable share policy programme	Motivate changes to the equitable share policy to focus on need as opposed to population	CAS 2.2.1	CAS 2.2.1: No. of lobbying engagements for change equitable	R 0.00	None - COGTA engagements	1 lobbying engagement for change equitable	1 lobbying engagement for change equitable	1 lobbying engagement for change equitable	1 lobbying engagement for change equitable	4 lobbying engagement for change equitable	COGTA engagement report	
Special Projects	Reduction of inequality	Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past	Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past	CAS 2.2.2	CAS 2.2.2: Reviewed spatial development framework in line with SPLUMA Land	R 0.00	2013 Approved SDF	Engagement with potential funding & fund raising partners	1 lobbying engagement for change equitable	1 lobbying engagement for change equitable	1 lobbying engagement for change equitable	1 lobbying engagement for change equitable	An approved spatial development framework (Due 2018/19)	Equitable access to socio-economic infrastructure report
Special Projects		Participation of previously disadvantaged groups in the local economy put in place	Participation of previously disadvantaged groups in the local economy put in place	CAS 2.2.3	CAS 2.2.3: No. of projects for participation of previously disadvantaged groups in the local economy	R 250 044.00	Youth centre in Alexandria, MOU to be signed with SEDA to have a mobile unit for once a week, Cooperative bank	1 Cooperative bank to focus on Coops	1 SEDA support MOU signed	2 SMME support projects launched	2 SMME support projects launched	2 SMME support projects launched	Project reports	
Special Projects		Improvement in the implementation of Indigent Policy	Improvement in the implementation of Indigent Policy	CAS 2.2.4	CAS 2.2.4: % indigent households having access to	R 16 555 237.00	None	100% indigent houses holds having access to free basic services	100% indigent houses holds having access to free basic	100% indigent houses holds having access to free basic	100% indigent houses holds having access to free basic	100% indigent houses holds having access to free basic	Indigent access to basic services	
Special Projects	Social Issues & Special Projects / Programmes for the unit	Develop Special Projects Unit strategy and policy for the unit	Develop Special Projects Unit strategy and policy for the unit	CAS 2.2.5	CAS 2.2.5: Strategy and policy for the Special Projects	R 0.00	None	Strategy and policy for the Special Projects unit in place	Strategy and policy for the Special Projects unit in place	Strategy and policy for the Special Projects unit in place	Strategy and policy for the Special Projects unit in place	Strategy and policy for the Special Projects unit in place	Special Projects Policy & Strategy	
Special Projects	Establish Youth, Women & Disability Forums	Establish Youth, Women & Disability Forums	Establish Youth, Women & Disability Forums	CAS 2.2.6	CAS 2.2.6: Youth, Women & Disability	R 68 746.00	None	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	Youth, Women & Disability Forums in place	
Special Projects	Improve coordination & stakeholder management	Improve coordination & stakeholder management	Improve coordination & stakeholder management	CAS 2.2.7	CAS 2.2.7: % well coordinated events & stakeholder	R 6 151 941.00	Uncoordinated events & engagements	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	100% well coordinated events & stakeholder engagements	Coordinated events & stakeholder engagements reports	
Special Projects	Make noise and be heard for each deliverable	Make noise and be heard for each deliverable	Make noise and be heard for each deliverable	CAS 2.2.8	CAS 2.2.8: % of milestones broadcast	R 0.00	Low % of milestones broadcast	100% of milestones broadcast	100% of milestones broadcast	100% of milestones broadcast	100% of milestones broadcast	100% of milestones broadcast	Milestones broadcast report	
Special Projects				CAS 2.2.9	CAS 2.2.9: % of milestones broadcast	R 61 500.00								
Community	A safe and secure living environment	Safe, secure & healthy neighborhoods programme	Identify key projects & Funding sources / mechanisms	SSE 2.3.1	SSE 2.3.1: Identified sources of funding & Business Plan of	R 0.00	Rates & Taxes; Equitable share funds, Dept off environment	Engagement with fund raising partners	Sources of funding id & Business Plan of the identified projects	Sources of funding identified & Business Plan of the identified projects	Sources of funding identified & Business Plan of the identified projects	Sources of funding identified & Business Plan of the identified projects	DORA, Finance - Rates & Taxes	
Community			Source the required funding for identified projects	SSE 2.3.2	SSE 2.3.2: % funding received from	R 0.00	None						Confirmation letters	
Community			Engagement with potential litigators	SSE 2.3.3	SSE 2.3.3: No. of engagements with potential litigators	R 155 000.00	Prevention of public nuisance by law, solid waste management by law, Commonages by law, (illegal connections by law) - By law assistants - awareness campaign	2 engagements with potential litigators	2 engagements with potential litigators	2 engagements with potential litigators	2 engagements with potential litigators	2 engagements with potential litigators	Minutes & registers of stakeholder engagements	

Community	Disaster management programme	Start the process of implementing the disaster risk assessment outcomes from SBDM	NBE 3.1.5	NBE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	R 0.00	No budget, no staff - disaster management coordinator on the SBDM payroll (Need to include budget from existing budgeted /services)	Disaster avoidance / mitigation & management strategy & plan in place	Disaster avoidance / mitigation & management strategy & plan in place	Disaster avoidance / mitigation & management strategy & plan in place
LED	Develop and support adventure and extreme water sports	Support for adventure and extreme water sports	EWIS 3.2.1	EWIS 3.2.1: Concept document developed and discussed with potential signature events partners	R 0.00	None	Concept document developed and discussed with potential 2 signature events partners	Concept document developed and discussed with potential 2 signature events partners	Concept document developed and discussed with potential 5 signature events partners
LED			EWIS 3.2.2	EWIS 3.2.2: Adventure & extreme sport signature events calendar in place	R 490 000.00	None	Adventure & extreme sport signature events calendar in place		Adventure & extreme sport signature events calendar in place

R 180 883 870.00

Operational

R 187 001 547.00

R 347 885 217.00

Community	34 846 204.00
Corporate	1 458 304.00
Finance	14 486 585.00
Infrastructure	104 888 105.00
LED	2 310 004.00
Special Projects	23 097 488.00
Total per Dec.	180 883 870.00
Operational budget	187 001 547.00
Overall budget	347 885 217.00

Infrastructure						SAI 1.2.1.13: Roads & Storm Water Master plan development	SAI 1.2.1.13: Roads & Storm Water Master plan development					Draft Roads Master Plan Complete	Draft Roads Master Plan
Infrastructure						SAI 1.2.1.14: Identification of possible sources of funding & Development of Business Plans	SAI 1.2.1.14: Identified sources of funding & Business Plan of projects identified					Projects identified & Business Plans Developed	Identified projects Report - Project Business Plans
Infrastructure						SAI 1.2.1.15: Sourcing of funding	SAI 1.2.1.15: Confirmation of funding allocation					10% Funding confirmation letter / contract signed	DOBA & Confirmation letters
Infrastructure	Green renewable energy infrastructure		R 4 000 000			SAI 1.2.1.16: Identification of possible sources of funding & Development of Business Plans for electricity infrastructure construction, upgrading & maintenance (to include green sources of energy)	SAI 1.2.1.16: Identified sources of funding & Business Plan of projects identified	63 889 952.00				Projects identified & Business Plans Developed	DOBA & Confirmation letters
Infrastructure						SAI 1.2.1.17: Sourcing of funding	SAI 1.2.1.17: Confirmation of funding allocation					10% Funding confirmation letter / contract signed	DOBA & Confirmation letters
Infrastructure	Town planning Estates & Building Control					SAI 1.2.1.18: Processing of Land use applications	SAI 1.2.1.18: No. of applications processed within legislated time					45% of applications processed within legislated time	Updated land use regular
Infrastructure						SAI 1.2.1.19: Identification of possible sources of funding & Development of Business Plans for the for Reviewing SDF & Developing an e-Cadastre	SAI 1.2.1.19: Identified sources of funding & Business Plan identified					Identified sources of funding & Project Business Plans	Confirmation letters
Infrastructure			R 513 594.00			SAI 1.2.20: Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past spatial planning regimes	SAI 1.2.20: Reviewed spatial development framework in line with SPLUMA, Land audit, e-Cadastre system in place	1 171 748.00				20% approved spatial development framework (Due 2018/19)	
Infrastructure			R 300 000.00			SAI 1.2.21: Framework for mixed housing development in place	SAI 1.2.21: Framework for mixed housing development in place					Framework for mixed housing development in place	Mixed housing framework report
Infrastructure						SAI 1.2.22: Leasing of caravan parts	SAI 1.2.22: Enhanced caravan park infrastructure					30% of successful engagements	Confirmation letters
Infrastructure			R 7 700 000.00			SAI 1.2.23: Fleet management	SAI 1.2.23: % of Adequate fleet in place	13 576 154.00				30% of successful engagements	Confirmation letters
Infrastructure						SAI 1.2.24: Fleet management policy in place	SAI 1.2.24: Fleet management policy in place						
LED	Develop a vibrant, rapidly growing, employment generating agri-based economy	LED agri-based projects funds mobilisation	R 538 898.00			VAE 1.3.1: Identification of possible sources of funding for SMEs support for agriculture production, agro-processing - (Cherry, Horticulture, Dairy)	VAE 1.3.1: No. of identified sources of funding for SMEs development support: % engaged & % target funds raised	1 170 000.00				50% of business plans submitted funded	DOBA & Confirmation letters
LED						VAE 1.3.2: Agri-based projects implementation (Cherry, Horticulture, Dairy)	VAE 1.3.2: No. of SMEs horticulture projects at implementation stage					3 funded agri-based project implementation plans in place	Project implementation plans

LED			Develop a vibrant, rapidly growing, employment generating tourism based economy	A vibrant, rapidly growing, tourism based, employment generating economy	LED tourism projects funds mobilization	Identification of possible sources of funding for SMEs support for heritage tourism	VTE 1.4.1 No. of identified sources of funding for SMEs support for heritage tourism			Heritage sites survey report	5 possible sources of funding partners / funders engaged	5 possible sources of funding partners / funders engaged	List of possible sources of funding
LED						Development / Identification of possible funders & investors	VTE 1.4.2 % of potential SME heritage support partners & funders engaged	650,000,000	None	50% potential partners / funders engaged	50% of potential partners / funders engaged	MQA, MOA	
LED						Sourcing of funding for SMEs support for Heritage Tourism Projects	VTE 1.4.3 % of business plans for identified & engaged possible funders for SME heritage tourism support & developed, submitted & funded		Heritage sites survey report	100% business plans for identified & engaged possible funders developed & submitted	50% of business plans submitted & funded	DORA & Confirmation letters	
LED			Develop a vibrant, rapidly growing Oceans economy	A vibrant rapidly growing Oceans economy	Blue Oceans economy program	Partner with global partners / investors advanced in Oceans economy	VOE 1.5.1 No. of initiatives established / investors		List of projects submitted to Dept. of Public Works and Provincial Debt, Provincial Debt, Provincial Debt - Operations	5 major investors / partners identified	5 major investors / partners identified	Partnership agreement	
LED						Sourcing of funding for the development of identified Oceans economy initiatives (Development of small harbor in FA, Driveway of the Kowloon project, Kowloon river banks rehabilitation project, Manufacturing, assembly and repairs of boats project)	VOE 1.5.2 % of potential / relative funders engaged, business plans submitted & funded		Investors conference to be hosted by provincial govt	50% of business plans submitted & funded	50% of business plans submitted & funded	DORA & Confirmation letters	
LED						Sourcing of funding for the development of SMEs and maritime skills	VOE 1.5.3 % of potential funders / partners for the development of SMEs and maritime skills engaged, business plans submitted & funded		Investors conference to be hosted by provincial govt	100% business plans for identified & engaged possible funders developed & submitted	50% of business plans submitted & funded	DORA & Confirmation letters	
LED			Develop a vibrant, rapidly growing "New Economy" based employment generating economy	A vibrant rapidly growing "New Economy" based employment generating economy	"New" economy development programme for the youth	Promote new economy technologies, ICTs, Robotics, Agriculture, Renewable energy (Solar, Hydrogen cell, Wind)	VNE 1.6.1 New economy strategy in place		None	New economy strategy in place	New economy strategy in place	New Economy Strategy report	
LED						Undertake feasibility studies for prioritized projects	VNE 1.6.2 Feasibility studies of new economy technologies prioritized undertaken		None	4 Feasibility studies of new economy technologies prioritized undertaken	4 Feasibility studies of new economy technologies prioritized undertaken	Feasibility studies reports	
LED						Establish linkages with BRICS partners	VNE 1.6.2 No. of linkages with BRICS partners established		None	4 linkages with BRICS partners established	4 linkages with BRICS partners established	BRICS Linkages report	
LED						Use of Open Innovation platforms to gain competitive advantage	VNE 1.6.5 No. of Open Innovation platforms challenges		None	4 Open Innovation platforms challenges	4 Open Innovation platforms challenges	Open Innovators Challenge reports	
Finance			An attractive well run municipality with a vibrant wealthy community	Financial Viability of the municipality	Alternative funding options strategy	Identify alternative sources of funding & develop additional revenue generating strategies	PVM 2.1.1 % Target budget realized		Inadequate municipal operational budget - R32m	50% Budget realised	<R100m Budget	Memo, Municipal account	
Finance						Engage financial advisory services	PVM 2.1.2 Financial advisors in place		Ad hoc engagement financial advisors	Engage & contract financial advisors	Financial advisors in place	Contract / SIA	

Finance					R 16 529 214.00	FYM 2.1.3	FYM 2.1.4	FYM 2.1.5	CAS 2.2.1	CAS 2.2.2	R 609 606.00	CAS 2.2.3	CAS 2.2.4	R 16 529 237.00	CAS 2.2.5	CAS 2.2.6	CAS 2.2.7	CAS 2.2.8	CAS 2.2.9			R 809 849	0	0 reports	85% revenue collection efficiency	85% revenue collection efficiency	85% revenue collection efficiency	85% revenue collection efficiency	85% revenue collection efficiency	100% budget provision for asset repairs and maintenance	12% increased budget provision for asset repairs and maintenance	10% increased budget provision for asset repairs and maintenance	Asset repairs & maintenance budget		
Finance																								3 reports	3 reports	3 reports	3 reports	3 reports	3 reports	3 reports	3 reports	3 reports	3 reports	Meter reading reports	
Finance																																		Revenue collection reports	
Special Projects	Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens			Sustainable, efficient, cost effective, adequate and affordable services to all our citizens																														COGTA engagement report	
Special Projects		Reduction of inequality		Engage in special re-engineering to close physical gaps & costly service delivery bottlenecks created by past spatial planning regimes																														Equitable access to socio-economic infrastructure report	
Special Projects				Participation of underserved groups in the local economy																														Project reports	
Special Projects				Improvements in the implementation of Indigent policy																														Indigent access to basic services reports	
Special Projects				Social Issues & Special Projects / Programmes																														Special Projects Policy & Strategy report	
Special Projects				Establish Youth, Women & Disability Forums																														Youth, Women & Disability Forums reports	
Special Projects				Improve coordination & stakeholder management																														100% well coordinated events & stakeholder engagements reports	
Special Projects				Make noise and be heard for each deliverable milestone																														Milestone broadcast report	
Special Projects																																			
Community	Creates a safe and secure living environment			Safe, secure & healthy neighbourhood programme																															Sources of Funding Identified & Business Plan of the Identified projects developed
Community				Source the required funding for identified projects																														5% Funding confirmation letter / contract signed	
Community				Engagement with potential litigators																															2 engagements with potential litigators

Community	Enhancement of by-laws enforcement	SE 2.3.4	SSE 2.3.4: % of reported infringements (written / verbal warning / fines / arrests / court outcome) comprehensively dealt with	Prevention of public nuisance by law, solid waste management by law, connections by law) - awareness campaign	100% of reported infringements comprehensively dealt with	100% of reported infringements comprehensively dealt with	100% of reported infringements comprehensively dealt with	100% of reported infringements comprehensively dealt with	100% of reported infringements comprehensively dealt with	100% of reported infringements comprehensively dealt with	25% of reported infringements comprehensively dealt with	Reported infringements (written / verbal warning / fines / arrests / court outcome) comprehensively dealt with
Community	Enhancement of traffic management services (Traffic - Drivers / learners license & motor-vehicle license)	SE 2.3.5	SSE 2.3.5: Required traffic management measures are implemented according to legislation		100% compliant with national legislation	100% compliant with national legislation	100% compliant with national legislation	100% compliant with national legislation	100% compliant with national legislation	100% compliant with national legislation	75% of all applications of all learners and drivers license is completed within the confirmed timelines	Completed applications and examination reports. - Bookings backlog report
Community	Improves the effectiveness of fire & emergency services in the whole of Ndabane municipality	SE 2.3.7	SSE 2.3.7: % of all reported fire and emergency related incidences are dealt with comprehensively	Inadequate response time - As successful response time- inadequate capacity	60% of all applications of all learners and drivers license is completed within the confirmed timelines	60% of all applications of all learners and drivers license is completed within the confirmed timelines	60% of all applications of all learners and drivers license is completed within the confirmed timelines	60% of all applications of all learners and drivers license is completed within the confirmed timelines	60% of all applications of all learners and drivers license is completed within the confirmed timelines	60% of all applications of all learners and drivers license is completed within the confirmed timelines	75% of all applications of all learners and drivers license is completed within the confirmed timelines	Completed applications and examination reports. - Bookings backlog report
Community	Improve the effectiveness environmental health services in Ndabane	SE 2.3.8	SSE 2.3.8: % of applications & random inspections of food premises carried through to completion	Inadequate capacity required ratio is 1:10000 existing is 1:20000	70% of applications & random inspections of food premises carried through to completion	70% of applications & random inspections of food premises carried through to completion	70% of applications & random inspections of food premises carried through to completion	70% of applications & random inspections of food premises carried through to completion	70% of applications & random inspections of food premises carried through to completion	70% of applications & random inspections of food premises carried through to completion	80% of applications & random inspections of food premises carried through to completion	Business licenses, Certificate of Acceptability, completed inspection tools, compliance notices
Community	Improve the effectiveness of waste & cleaning services in Ndabane - zero waste campaign (proactive recycling - link with SWME development)	SE 2.3.9	SSE 2.3.9: % of reported notifiable medical conditions from within Ndabane carried out	Irregular collection of refuse removals and cleaning services carried out as per relevant schedules	80% of reported notifiable medical conditions from within Ndabane carried out	80% of reported notifiable medical conditions carried out	80% of reported notifiable medical conditions carried out	80% of reported notifiable medical conditions carried out	80% of reported notifiable medical conditions carried out	80% of reported notifiable medical conditions carried out	80% of reported notifiable medical conditions carried out	Hospital report, Eviction notices, health practitioners report
Community	Improve the effectiveness of the Parks & recreation services in Ndabane covering parks, public open spaces, sports fields & cemeteries	SE 2.3.10	SSE 2.3.10: % of waste separation at source / process, where measuring equipment used	Approximately 5%	30% of refuse removals and cleaning services carried out as per relevant schedules	30% of refuse removals and cleaning services carried out as per relevant schedules	30% of refuse removals and cleaning services carried out as per relevant schedules	30% of refuse removals and cleaning services carried out as per relevant schedules	30% of refuse removals and cleaning services carried out as per relevant schedules	30% of refuse removals and cleaning services carried out as per relevant schedules	30% of refuse removals and cleaning services carried out as per relevant schedules	Zero waste campaign report
Community	Improve the effectiveness of the Parks & recreation services in Ndabane covering parks, public open spaces, sports fields & cemeteries	SE 2.3.11	SSE 2.3.11: % of complaints on unkempt parks, public open spaces, cemeteries attended to	40% inadequate capacity, identification & working for the cause - Dept of Environmental Affairs	50% of complaints on unkempt parks, public open spaces, attended to	50% of complaints on unkempt parks, public open spaces, attended to	50% of complaints on unkempt parks, public open spaces, attended to	50% of complaints on unkempt parks, public open spaces, attended to	50% of complaints on unkempt parks, public open spaces, attended to	50% of complaints on unkempt parks, public open spaces, attended to	50% of complaints on unkempt parks, public open spaces, attended to	Complaints registers, Verification forms
Community	Improve the effectiveness of the Parks & recreation services in Ndabane covering parks, public open spaces, sports fields & cemeteries	SE 2.3.12	SSE 2.3.12: % of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	50% of maintenance carried out on sports fields & cemeteries per maintenance schedule	Maintenance schedule

Corporate	Position the municipality as a learning hub of excellence	Ndabambe municipality as a learning hub of excellence	Entrepreneurship development programme	Partners with SGBEs to promote entrepreneurship at school level through conditional funding	UHE 2.4.1	No. of conditional funding programmes in place	None	100% of SGBEs engaged	15% of SGBEs engaged	20% of SGBEs engaged	30% of SGBEs engaged	30% of SGBEs engaged	Partnership agreements in place	Partnership agreements	Entrepreneurship benefits
Corporate			Centres of excellence programme	Develop centres of excellence - (Agriculture, Aviation, New economy technologies) (LED)	UHE 2.4.2	No. of strategic partners engaged successfully	Strategic partners 48 Air school	2 strategic partners engaged	3 Strategic partners engaged	Development of business plans for funding centres of excellence	3 Partnership agreements in place	Partnership agreements			
Corporate			Provide conditional binary schemes for youth artisans & new economy skills training		UHE 2.4.3	No. of conditional business awarded	None	Development of business plans	Submission as part of the work skills plan, Processing of applications	Businesses award	Monitoring & evaluation	Awarded business			
Community	Present the natural beautiful environment	Natural beautiful Ndabambe Municipality environment	Environment Protection Programme	Effective environmental education & awareness	UHE 3.1.1	No. of adults & scholars serviced in line with environmental themes & 6 programs as per environmental calendar	Inadequate tools & means - 1 educational officer for 8 themes based environmental awareness linked to the environmental calendar, 1500 children serviced	500 adults & scholars serviced in line with environmental themes & 6 programs as per environmental calendar	500 adults & scholars serviced in line with environmental themes & 6 programs as per environmental calendar	500 adults & scholars serviced in line with environmental themes & 6 programs as per environmental calendar	1800 adults & scholars serviced in line with environmental themes & 6 programs as per environmental calendar	Education verification document			
Community	Present the natural beautiful environment	Blue flag beach management (Impact on tourism)			UHE 3.1.2	No. of beaches obtaining full blue flag status and pilot blue flag beach status	2 Blue Flag International status beaches, 3 pilot blue flag status beaches	Application for Blue Flag status to the International Jury	2 Blue Flag status beaches	2 Blue Flag status beaches	Compiling applications for blue flag status	Blue flag applications POEs and Blue flag certificates, blue flag inspections sheets			
Community		Environmental compliance			UHE 3.1.3	No. of law enforcement patrols carried out (escorts, beaches, nature reserves, violators)	9 escorts, 4 major patrols, 4 SPM of coastline, 4 nature reserves	30 law enforcement patrols carried out (escorts, beaches, nature reserves)	30 law enforcement patrols carried out (escorts, beaches, nature reserves)	60 law enforcement patrols carried out (escorts, beaches, nature reserves)	300 law enforcement patrols carried out (escorts, beaches, nature reserves)	Patrol sheets, fines and written warnings issued			
Community		Nature reserve management			UHE 3.1.4	Ecological capacity of the reserve not exceeded, effectively manage the accommodation with in the reserve including maintenance of hiking trails, No. of fence posts	3 limited staff & resources	Carrying capacity 100%	Carrying capacity 100%	Carrying capacity 100%	Carrying capacity 100%	Game count surveys & records			
Community		Disaster management programme			UHE 3.1.5	Disaster avoidance / mitigation & management strategy & plan in place	No Budget, no staff - disaster management coordinator on the SBDM payroll (Need to include budget from existing budgeted /services)	Disaster avoidance / mitigation & management strategy & plan in place	Disaster avoidance / mitigation & management strategy & plan in place	Disaster avoidance / mitigation & management strategy & plan in place	Disaster avoidance / mitigation & management strategy & plan in place	Disaster avoidance / mitigation & management strategy & plan in place			
LED		Support for adventure and extreme water sports			UHE 3.2.1	Develop concept document with potential signature events partners	None	Concept document developed and discussed with potential 2 signature events partners	Concept document developed and discussed with potential 2 signature events partners	Concept document developed and discussed with potential 2 signature events partners	Concept document developed and discussed with potential 5 signature events partners	MOUs, MOAs			
LED		Develop calendar of signature events			UHE 3.2.2	Develop calendar of signature events	None	Adventure & extreme sport signature events calendar in place	Adventure & extreme sport signature events calendar in place	Adventure & extreme sport signature events calendar in place	Adventure & extreme sport signature events calendar in place	Signature events calendar			

R 347 374 050.00
 5 112 124.00 No indicator number allocated - follow us
 R 180 868 870.00
 R 320 333 188.00 Operational budget
 R 506 236 858.00
 R 239 423.00
 289 700.00
 R 506 236 858.00
 R 352 489 215.00

Finance 290 892 221.00
 Infrastructure 14 495 968.00
 LED 104 699 105.00
 Special 17 790 093.00
 Projects 23 937 499.00

180 889 670.00
 167 001 547.00 Operational budget
 347 891 217.00

347 874 065.00
 ##### A2A Allocation

-R 511 122.00 Difference

No indicator number allocated - follow up

8 947 895 217.00 A2A Allocation

R 4 801 002.00 No indicator number allocated - follow up

8 512 220.00 Reestimated

R 0.00 Difference

ANNEXURE A

BUDGET SUMMARY AND TABLES

EC105 Ndlambe - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - COUNCIL GENERAL		-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY PROTECTION SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 5 - COMMUNITY PROTECTION SERVICES 2		-	-	-	-	-	-	-	-	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	-	-	-	-
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		-	-	-	-	-	-	-	-	-	-
Vote 8 - ELECTRICITY SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 9 - WATER SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 10 - FINANCIAL SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 11 - Null		-	-	-	-	-	-	-	-	-	-
Vote 12 - Null		-	-	-	-	-	-	-	-	-	-
Vote 13 - Null		-	-	-	-	-	-	-	-	-	-
Vote 14 - Null		-	-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - COUNCIL GENERAL		-	-	-	-	-	-	-	1 000	-	-
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	-	10	11	11
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	631	306	323
Vote 4 - COMMUNITY PROTECTION SERVICES		-	-	-	-	-	-	-	9 314	3 656	2 242
Vote 5 - COMMUNITY PROTECTION SERVICES 2		-	-	-	-	-	-	-	440	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	-	7 241	20 167	29 079
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		-	-	-	-	-	-	-	20	-	-
Vote 8 - ELECTRICITY SERVICES		-	-	-	-	-	-	-	8 000	9 000	10 000
Vote 9 - WATER SERVICES		-	-	-	-	-	-	-	18 466	7 900	-
Vote 10 - FINANCIAL SERVICES		-	-	-	-	-	-	-	891	868	855
Vote 11 - Null		-	-	-	-	-	-	-	-	-	-
Vote 12 - Null		-	-	-	-	-	-	-	-	-	-
Vote 13 - Null		-	-	-	-	-	-	-	-	-	-
Vote 14 - Null		-	-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	-	-	-	-	-	46 014	41 887	42 510
Total Capital Expenditure - Vote		-	-	-	-	-	-	-	46 014	41 887	42 510
Capital Expenditure - Functional											
Governance and administration									2 041	953	944
Executive and council									1 010	11	11
Finance and administration									1 031	942	933
Internal audit									-	-	-
Community and public safety									6 298	232	245
Community and social services									491	232	245
Sport and recreation									5 600	-	-
Public safety									200	-	-
Housing									7	-	-
Health									-	-	-
Economic and environmental services									6 494	7 167	5 000
Planning and development									45	-	-
Road transport									6 449	7 167	5 000
Environmental protection									-	-	-
Trading services									31 180	33 535	36 321
Energy sources									8 000	9 000	10 000
Water management									18 486	7 900	-
Waste water management									1 200	13 000	24 079
Waste management									9 514	3 635	2 242
Other									-	-	-
Total Capital Expenditure - Functional	3	-	-	-	-	-	-	-	46 014	41 887	42 510
Funded by:											
National Government									35 414	36 714	39 096
Provincial Government									-	-	-
District Municipality									-	-	-
Other transfers and grants									-	-	-
Transfers recognised - capital	4								35 414	36 714	39 096
Public contributions & donations	5								-	-	-
Borrowing	6								-	-	-
Internally generated funds									10 600	5 173	3 414
Total Capital Funding	7	-	-	-	-	-	-	-	46 014	41 887	42 510

References

- Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
- Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
- Capital expenditure by functional classification must reconcile to the appropriations by vote
- Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)
- Must reconcile to Budgeted Financial Performance (revenue and expenditure)
- Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
- Total Capital Funding must balance with Total Capital Expenditure
- Include any capitalised interest (MFMA section 46) as part of relevant capital budget

15.1 - [Name of sub-vote]						
Capital single-year expenditure sub-total	-	-	-	-	46,014	41,887
Total Capital Expenditure	-	-	-	-	46,014	41,887

42,510

EC105 Ndiambe - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - COUNCIL GENERAL		11	22	0	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER		63	351	-	-	425	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		24	24	-	-	30	-	-	-	-	-
Vote 4 - COMMUNITY PROTECTION SERVICES		79	433	-	-	-	-	-	-	-	-
Vote 5 - COMMUNITY PROTECTION SERVICES 2		6	6	-	-	-	-	-	-	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		5 921	7 023	23 363	-	-	-	-	-	-	-
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		6	6	-	-	-	-	-	-	-	-
Vote 8 - ELECTRICITY SERVICES		-	-	-	5 500	5 500	-	-	-	-	-
Vote 9 - WATER SERVICES		2 333	4 415	-	-	3	-	-	-	-	-
Vote 10 - FINANCIAL SERVICES		715	819	62	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	9 158	13 099	23 425	5 500	5 958	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - COUNCIL GENERAL		-	-	-	-	170	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER		195	195	-	150	4 683	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	1 825	-	-	-	-	-
Vote 4 - COMMUNITY PROTECTION SERVICES		2	1 531	1 337	2 555	989	-	-	-	-	-
Vote 5 - COMMUNITY PROTECTION SERVICES 2		11	61	460	200	-	-	-	-	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		44 149	45 159	10 500	24 931	23 058	-	-	-	-	-
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		-	-	-	-	-	-	-	-	-	-
Vote 8 - ELECTRICITY SERVICES		-	-	200	180	-	-	-	-	-	-
Vote 9 - WATER SERVICES		364	574	200	3 640	3 439	-	-	-	-	-
Vote 10 - FINANCIAL SERVICES		988	1 165	615	129	129	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		45 708	46 686	13 312	31 785	34 283	-	-	-	-	-
Total Capital Expenditure - Vote		54 868	61 785	36 737	37 285	40 251	-	-	-	-	-
Capital Expenditure - Standard											
Governance and administration		1 996	2 575	699	279	4 106	-	-	-	-	-
Executive and council		289	587	22	150	170	-	-	-	-	-
Budget and treasury office		1 703	1 984	677	129	129	-	-	-	-	-
Corporate services		24	24	-	-	3 807	-	-	-	-	-
Community and public safety		98	2 032	460	225	2 335	-	-	-	-	-
Community and social services		81	1 958	-	5	2 335	-	-	-	-	-
Sport and recreation		4	4	-	-	-	-	-	-	-	-
Public safety		11	61	460	200	-	-	-	-	-	-
Housing		-	7	-	-	-	-	-	-	-	-
Health		2	2	-	20	-	-	-	-	-	-
Economic and environmental services		6 995	10 225	22 810	25 481	22 885	-	-	-	-	-
Planning and development		357	407	7 500	2 753	3 080	-	-	-	-	-
Road transport		8 638	9 509	15 310	22 728	18 805	-	-	-	-	-
Environmental protection		-	309	-	-	-	-	-	-	-	-
Trading services		43 779	46 953	12 768	11 300	10 925	-	-	-	-	-
Electricity		431	142	200	5 680	5 500	-	-	-	-	-
Water		2 697	4 989	200	3 640	3 441	-	-	-	-	-
Waste water management		40 651	41 804	12 368	-	1 200	-	-	-	-	-
Waste management		-	18	-	1 960	764	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	3	54 868	61 785	36 737	37 285	40 251	-	-	-	-	-
Funded by:											
National Government		45 921	34 053	31 642	32 206	32 206	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	45 921	34 053	31 642	32 206	32 206	-	-	-	-	-
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		8 947	27 732	5 095	5 078	8 045	-	-	-	-	-
Total Capital Funding	7	54 868	61 785	36 737	37 285	40 251	-	-	-	-	-

References

- Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
- Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year.
- Capital expenditure by standard classification must reconcile to the appropriations by vote.
- Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure).
- Must reconcile to Budgeted Financial Performance (revenue and expenditure).
- Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17.
- Total Capital Funding must balance with Total Capital Expenditure.
- Include any capitalised interest (M/FMA section 46) as part of relevant capital budget.

FC16 Worksheet - Table A5 Budgeted Capital Expenditures by vote, program classification and funding

Vote Description	Rd	2017			Current Year 2018			2019 Medium Term Revenue & Expenditure Framework		
		2017/18	2018/19	2019/20	Original Budget	Adjusted Budget	Full Year Forecast	Provisional	Budget Year 2019	Budget Year 2020
		Actual Outcome	Actual Outcome	Actual Outcome						
Capital Expenditure - Budgeted Vote										
Vote 1 - COUNCIL GENERAL		11	22	0						
11 - OFFICE OF THE MAYOR		11	22	0						
11 - PUBLIC PARTICIPATION UNIT										
Vote 2 - BUDGETAL SUPPORT		89	201			421				
21 - OFFICE OF THE BUDGETARY MANAGER			6							
22 - COMBINATION										
23 - INTEGRATION DEVELOPMENT PLANNING		22	29							
24 - LOCAL RISK CHARGE										
25 - INFORMATION TECHNOLOGY			232							
26 - SPECIAL PROGRAMMES						49				
27 - LOCAL ECONOMIC DEVELOPMENT		41	41							
28 - INTERNAL AUDIT										
29 - PERFORMANCE MANAGEMENT SYSTEMS										
Vote 3 - CORPORATE SERVICES		24	24			30				
31 - ADMINISTRATION										
32 - COUNCIL BUILDINGS AND GENERAL		24	24			30				
33 - HUMAN RESOURCES										
34 - LIBRARY										
35 - CUSTOMER RELATIONS										
36 - PUBLICITY										
37 - REGISTRY										
Vote 4 - COMMUNITY PROTECTION SERVICES		76	429							
41 - BLUE FLAG BEACHES		6	4							
42 - ADMINISTRATION OPS		44	201							
43 - HEALTH ENVIRONMENTAL										
44 - RESERVE MANAGEMENT			111							
45 - MARINE BIRN COMPLIANCE										
46 - PARKS AND RECREATION		8	108							
47 - PUBLIC CONSTRUCTION CLAMMING										
48 - REFUSE ISLANDS										
49 - SWAMP FARM POND										
49 - ENVIRONMENTAL COMPLIANCE										
Vote 5 - COMMUNITY PROTECTION SERVICES 2		6	6							
51 - LINDING		6	6							
52 - ROAD MAINTENANCE										
53 - LAMP PROTECTION										
54 - DUST MANAGEMENT										
55 - FIRE PROTECTION										
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		4 021	7 822	23 202						
61 - CONSERVANCY AND SANITATION										
62 - GENERAL WORKS		272	202							
63 - ROADS AND GENERAL ACQUIS		6 527	5 548	11 825						
64 - SEWERAGE		88	1 712	11 038						
65 - BULKWATER CONTROL										
66 - TOWN ENGINEER										
67 - MOUSBORO										
68 - ESTATES			16							
69 - PROJECT MANAGEMENT UNIT			6							
69 - HOUSING			7							
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		9	1							
71 - TOWN PLANNING		9	1							
Vote 8 - ELECTRICITY SERVICES					1 500	1 500				
81 - ADMINISTRATION										
82 - DISTRIBUTION HT										
83 - DISTRIBUTION LT										
84 - INVESTMENTS										
85 - SUBSTATIONS					1 500	1 500				
86 - BULK PURCHASES										
Vote 9 - WATER SERVICES		2 209	4 414			1				
91 - ADMINISTRATION WS		87	442							
92 - DUNE SUPPLY										
93 - PURIFICATION										
94 - RESERVOIRS										
95 - RETICULATION		2 221	3 972							
96 - SALES WAYWARD DATA										
Vote 10 - FINANCIAL SERVICES		76	81	81						
101 - ASSESSMENT RATES										
102 - STOKES										
103 - EXPENDITURE										
104 - BUDGET AND TREASURY OFFICE		76	80	80						
105 - REVENUE/INDEBT CONTROL										
106 - VALUATION										
107 - ADMINISTRATION FIN		22	80							
108 - SUPPLY CHAIN UNIT										
Vote 11 - (Name of sub-vote)										
111 - (Name of sub-vote)										
Vote 12 - (Name of sub-vote)										
121 - (Name of sub-vote)										
Vote 13 - (Name of sub-vote)										
131 - (Name of sub-vote)										
Vote 14 - (Name of sub-vote)										
141 - (Name of sub-vote)										
Vote 15 - (Name of sub-vote)										
151 - (Name of sub-vote)										
Capital and year expenditure sub-total		8 154	13 886	23 425	1 500	1 501				

EC105 Ndlambe - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1									
Revenue - Functional										
Governance and administration		-	-	-	-	-	-	187 775	203 208	220 031
Executive and council		-	-	-	-	-	-	2 588	2 696	2 856
Finance and administration		-	-	-	-	-	-	185 187	200 512	217 175
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	-	-	-	14 927	6 219	6 551
Community and social services		-	-	-	-	-	-	2 926	3 091	3 283
Sport and recreation		-	-	-	-	-	-	4 562	275	289
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	5 897	1 233	1 297
Health		-	-	-	-	-	-	1 542	1 620	1 701
Economic and environmental services		-	-	-	-	-	-	13 566	14 416	13 351
Planning and development		-	-	-	-	-	-	5 043	3 573	4 483
Road transport		-	-	-	-	-	-	7 010	9 247	7 184
Environmental protection		-	-	-	-	-	-	1 513	1 596	1 684
Trading services		-	-	-	-	-	-	132 181	135 712	145 581
Energy sources		-	-	-	-	-	-	67 468	69 559	73 815
Water management		-	-	-	-	-	-	46 477	32 669	27 916
Waste water management		-	-	-	-	-	-	6 283	19 629	31 072
Waste management		-	-	-	-	-	-	11 953	13 856	12 777
Other	4	-	-	-	-	-	-	1 799	1 897	2 000
Total Revenue - Functional	2	-	-	-	-	-	-	350 248	361 453	387 514
Expenditure - Functional										
Governance and administration		-	-	-	-	-	-	97 826	106 139	112 188
Executive and council		-	-	-	-	-	-	26 885	28 489	30 048
Finance and administration		-	-	-	-	-	-	66 121	71 441	75 238
Internal audit		-	-	-	-	-	-	4 820	6 209	6 901
Community and public safety		-	-	-	-	-	-	31 947	42 871	46 233
Community and social services		-	-	-	-	-	-	7 784	17 738	18 716
Sport and recreation		-	-	-	-	-	-	11 091	11 315	11 839
Public safety		-	-	-	-	-	-	7 281	7 655	8 069
Housing		-	-	-	-	-	-	3 363	3 593	4 910
Health		-	-	-	-	-	-	2 448	2 571	2 700
Economic and environmental services		-	-	-	-	-	-	59 285	62 595	65 744
Planning and development		-	-	-	-	-	-	20 864	21 880	23 074
Road transport		-	-	-	-	-	-	34 889	36 995	38 752
Environmental protection		-	-	-	-	-	-	3 532	3 720	3 919
Trading services		-	-	-	-	-	-	114 671	125 148	134 536
Energy sources		-	-	-	-	-	-	56 638	59 678	62 884
Water management		-	-	-	-	-	-	31 604	37 614	41 474
Waste water management		-	-	-	-	-	-	10 684	11 689	12 327
Waste management		-	-	-	-	-	-	15 745	16 168	17 852
Other	4	-	-	-	-	-	-	2 611	2 806	2 959
Total Expenditure - Functional	3	-	-	-	-	-	-	306 340	339 559	361 660
Surplus/(Deficit) for the year		-	-	-	-	-	-	43 908	21 893	25 854

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)
3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)
4. All amounts must be classified under a functional classification. The GFS function 'Other' is only for Abattoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

EC105 Ndiambe - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue by Vote	1									
Vote 1 - COUNCIL GENERAL		-	-	-	-	-	-	2 588	2 696	2 856
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	4 276	4 529	4 739
Vote 4 - COMMUNITY PROTECTION SERVICES		-	-	-	-	-	-	19 570	17 347	16 451
Vote 5 - COMMUNITY PROTECTION SERVICES 2		-	-	-	-	-	-	3 779	3 976	4 184
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	21 829	31 600	41 131
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		-	-	-	-	-	-	422	2	721
Vote 8 - ELECTRICITY SERVICES		-	-	-	-	-	-	67 468	69 559	73 815
Vote 9 - WATER SERVICES		-	-	-	-	-	-	46 477	32 669	27 916
Vote 10 - FINANCIAL SERVICES		-	-	-	-	-	-	183 837	199 074	215 700
Vote 11 - Null		-	-	-	-	-	-	-	-	-
Vote 12 - Null		-	-	-	-	-	-	-	-	-
Vote 13 - Null		-	-	-	-	-	-	-	-	-
Vote 14 - Null		-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	-	-	-	-	-	-	350 248	361 453	387 514
Expenditure by Vote to be appropriated	1									
Vote 1 - COUNCIL GENERAL		-	-	-	-	-	-	9 904	10 345	10 856
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	22 919	25 528	27 330
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	22 047	32 911	34 651
Vote 4 - COMMUNITY PROTECTION SERVICES		-	-	-	-	-	-	38 221	39 471	42 312
Vote 5 - COMMUNITY PROTECTION SERVICES 2		-	-	-	-	-	-	15 079	15 959	16 760
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	64 577	68 634	73 307
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		-	-	-	-	-	-	2 942	3 118	3 295
Vote 8 - ELECTRICITY SERVICES		-	-	-	-	-	-	56 638	59 678	62 884
Vote 9 - WATER SERVICES		-	-	-	-	-	-	31 604	37 614	41 474
Vote 10 - FINANCIAL SERVICES		-	-	-	-	-	-	42 409	46 301	48 792
Vote 11 - Null		-	-	-	-	-	-	-	-	-
Vote 12 - Null		-	-	-	-	-	-	-	-	-
Vote 13 - Null		-	-	-	-	-	-	-	-	-
Vote 14 - Null		-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	-	-	-	-	-	-	306 340	339 559	361 660
Surplus/(Deficit) for the year	2	-	-	-	-	-	-	43 908	21 893	25 854

References

1. Insert 'Vote', e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

EC105 Ndlambe - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Vote 9 - WATER SERVICES		-	-	-	-	-	-	46 477	32 669	27 916
9.1 - [Name of sub-vote]								28 477	26 669	27 916
								18 000	6 000	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 10 - FINANCIAL SERVICES		-	-	-	-	-	-	183 837	199 074	215 700
10.1 - [Name of sub-vote]								100 765	109 741	120 675
								60	61	70
								4 038	4 452	4 671
								78 757	84 705	89 993
								112	69	73
								22	-	-
								62	47	18
								-	-	-
Vote 11 - Null		-	-	-	-	-	-	-	-	-
11.1 - [Name of sub-vote]								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 12 - Null		-	-	-	-	-	-	-	-	-
12.1 - [Name of sub-vote]								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 13 - Null		-	-	-	-	-	-	-	-	-
13.1 - [Name of sub-vote]								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 14 - Null		-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Total Revenue by Vote	2	-	-	-	-	-	-	350 248	361 453	387 514

EC105 Ndlambe - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure by Vote										
Vote 1 - COUNCIL GENERAL	1	-	-	-	-	-	-	9 904	10 345	10 856
1.1 - [Name of sub-vote]								8 028	9 421	9 882
								876	924	975
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	22 919	25 528	27 330
2.1 - [Name of sub-vote]								3 364	3 712	3 916
								844	898	947
								1 118	1 176	1 237
								611	631	665
								5 778	6 131	6 514
								661	698	743
								4 885	5 191	5 475
								4 820	6 209	6 901
								837	883	931
								-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	22 047	32 911	34 651
3.1 - [Name of sub-vote]								7 261	7 658	8 021
								2 860	12 315	12 996
								5 825	8 358	8 872
								4 904	5 192	5 477
								131	139	146
								116	122	129
								1 051	1 127	1 210
								-	-	-
								-	-	-
Vote 4 - COMMUNITY PROTECTION SERVICES		-	-	-	-	-	-	38 221	39 471	42 312
4.1 - [Name of sub-vote]								2 345	2 475	2 609
								4 073	4 295	4 529
								2 448	2 571	2 700
								1 541	1 621	1 705
								847	881	938
								8 746	8 840	9 230
								2 905	3 267	3 431
								12 840	12 900	14 420
								487	511	537
								1 991	2 099	2 213
Vote 5 - COMMUNITY PROTECTION SERVICES 2		-	-	-	-	-	-	15 079	15 958	16 780
5.1 - [Name of sub-vote]								2 611	2 808	2 959
								683	720	759
								5 638	5 950	6 205
								220	231	243
								5 928	6 253	6 585
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	64 577	68 634	73 307
6.1 - [Name of sub-vote]								2 295	2 628	2 768
								26 569	30 325	31 788
								8 388	9 060	9 558
								2 899	3 112	3 286
								9 510	8 767	9 249
								5 155	5 441	5 740
								1 884	1 967	2 075
								3 531	3 740	3 931
								3 383	3 593	4 910
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		-	-	-	-	-	-	2 942	3 118	3 295
7.1 - [Name of sub-vote]								2 942	3 118	3 295
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
								-	-	-
Vote 8 - ELECTRICITY SERVICES		-	-	-	-	-	-	56 638	59 878	62 884
8.1 - [Name of sub-vote]								13 854	14 555	15 293
								500	527	565
								150	158	167
								4 365	4 593	4 833
								333	349	368
								37 436	39 485	41 668
								-	-	-
								-	-	-

EC105 Ndlambe - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Vote 9 - WATER SERVICES		-	-	-	-	-	-	31 604	37 614	41 474
9.1 - [Name of sub-vote]		-	-	-	-	-	-	25 735	31 423	33 141
		-	-	-	-	-	-	360	360	401
		-	-	-	-	-	-	2 699	2 846	4 805
		-	-	-	-	-	-	940	992	1 046
		-	-	-	-	-	-	1 620	1 709	1 903
		-	-	-	-	-	-	250	264	278
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Vote 10 - FINANCIAL SERVICES		-	-	-	-	-	-	42 409	46 301	48 792
10.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	2 417	2 388	2 488
		-	-	-	-	-	-	3 539	3 976	4 361
		-	-	-	-	-	-	26 524	31 157	32 501
		-	-	-	-	-	-	681	954	1 008
		-	-	-	-	-	-	3 860	4 137	4 419
		-	-	-	-	-	-	3 367	3 669	4 015
		-	-	-	-	-	-	-	-	-
Vote 11 - Null		-	-	-	-	-	-	-	-	-
11.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Vote 12 - Null		-	-	-	-	-	-	-	-	-
12.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Vote 13 - Null		-	-	-	-	-	-	-	-	-
13.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Vote 14 - Null		-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	-	-	-	-	-	-	308 340	339 558	361 660
Surplus/(Deficit) for the year	2	-	-	-	-	-	-	43 908	21 893	25 854

References

1. Insert 'Vote'; e.g. Department, if different to Functional structure
2. Must reconcile to Financial Performance ('Revenue and Expenditure by Functional Classification' and 'Revenue and Expenditure')
3. Assign share in 'associate' to relevant Vote

EC105 Ndlambe - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	99 664	108 547	119 403
Service charges - electricity revenue	2	-	-	-	-	-	-	-	58 510	59 548	62 749
Service charges - water revenue	2	-	-	-	-	-	-	-	27 020	25 132	26 294
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	3 978	4 196	4 427
Service charges - refuse revenue	2	-	-	-	-	-	-	-	8 610	8 999	9 405
Service charges - other									-	-	-
Rental of facilities and equipment									906	956	1 007
Interest earned - external investments									2 263	2 385	2 522
Interest earned - outstanding debtors									7 505	7 925	8 370
Dividends received									19	20	21
Fines, penalties and forfeits									3 546	3 734	3 933
Licences and permits									1 732	1 827	1 926
Agency services									-	-	-
Transfers and subsidies									89 484	96 182	102 231
Other revenue	2	-	-	-	-	-	-	-	11 597	5 288	6 128
Gains on disposal of PPE									-	-	-
Total Revenue (excluding capital transfers and contributions)									314 834	324 739	348 418
Expenditure By Type											
Employee related costs	2	-	-	-	-	-	-	-	125 877	132 907	141 218
Remuneration of councillors									6 545	6 804	7 122
Debt impairment	3	-	-	-	-	-	-	-	14 538	17 010	17 945
Depreciation & asset impairment	2	-	-	-	-	-	-	-	5 474	5 919	6 219
Finance charges									1 900	2 006	2 118
Bulk purchases	2	-	-	-	-	-	-	-	48 636	55 531	58 586
Other materials	8	-	-	-	-	-	-	-	17 518	17 975	18 476
Contracted services									47 139	58 915	63 968
Transfers and subsidies									1 305	1 377	1 453
Other expenditure	4, 5	-	-	-	-	-	-	-	37 305	41 013	44 450
Loss on disposal of PPE									103	102	106
Total Expenditure									306 340	339 559	361 660
Surplus/(Deficit)									8 494	(14 821)	(13 242)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)									35 414	36 714	39 096
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)									-	-	-
Surplus/(Deficit) after capital transfers & contributions									43 908	21 893	25 854
Taxation									-	-	-
Surplus/(Deficit) after taxation									43 908	21 893	25 854
Attributable to minorities									-	-	-
Surplus/(Deficit) attributable to municipality									43 908	21 893	25 854
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year									43 908	21 893	25 854

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method (Includes Joint Ventures)

EC105 Ndlambe - Table A6 Consolidated Budgeted Financial Position

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
ASSETS											
Current assets											
Cash									28 978	49 423	27 038
Call investment deposits	1	-	-	-	-	-	-	-	-	-	-
Consumer debtors	1	-	-	-	-	-	-	-	23 983	23 983	23 983
Other debtors									15 023	15 023	15 023
Current portion of long-term receivables									-	-	-
Inventory	2								135	142	150
Total current assets									68 119	88 571	66 194
Non current assets											
Long-term receivables									-	-	-
Investments									1 957	1 957	1 957
Investment property									198 209	198 209	198 209
Investment in Associate									-	-	-
Property, plant and equipment	3	-	-	-	-	-	-	-	671 078	725 014	770 960
Agricultural									-	-	-
Biological									-	-	-
Intangible									75	74	78
Other non-current assets									-	-	-
Total non current assets									871 319	925 254	971 204
TOTAL ASSETS									939 438	1 013 825	1 037 398
LIABILITIES											
Current liabilities											
Bank overdraft	1								-	-	-
Borrowing	4	-	-	-	-	-	-	-	1 631	1 631	1 631
Consumer deposits									-	-	-
Trade and other payables	4	-	-	-	-	-	-	-	68 610	89 936	75 437
Provisions									-	-	-
Total current liabilities									70 241	91 567	77 068
Non current liabilities											
Borrowing									12 261	12 261	12 261
Provisions									86 070	113 890	106 693
Total non current liabilities									98 331	126 151	118 954
TOTAL LIABILITIES									168 572	217 718	196 022
NET ASSETS	5								770 866	796 107	841 376
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)									770 866	796 107	841 376
Reserves	4	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5								770 866	796 107	841 376

References

1. Detail to be provided in Table SA3
2. Include completed low cost housing to be transferred to beneficiaries within 12 months
3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)
4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.
5. Net assets must balance with Total Community Wealth/Equity

EC105 Ndlambe - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates									99 664	108 547	119 403
Service charges									98 119	97 875	102 876
Other revenue									17 781	11 804	12 995
Government - operating	1								89 484	96 182	102 231
Government - capital	1								35 414	36 714	39 096
Interest									9 767	10 310	10 892
Dividends									19	20	21
Payments											
Suppliers and employees									(297 693)	(295 840)	(363 925)
Finance charges									(1 900)	(2 006)	(2 118)
Transfers and Grants	1								(1 305)	(1 377)	(1 453)
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	-	-	-	-	-	49 350	62 230	20 019
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE									103	102	106
Decrease (increase) in non-current debtors									-	-	-
Decrease (increase) other non-current receivables									-	-	-
Decrease (increase) in non-current investments									-	-	-
Payments											
Capital assets									(46 014)	(41 867)	(42 510)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	-	-	-	-	(45 911)	(41 765)	(42 404)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits									-	-	-
Payments											
Repayment of borrowing									-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		-	-	-	-	-	-	-	3 439	20 445	(22 385)
Cash/cash equivalents at the year begin:	2								25 539	28 978	49 423
Cash/cash equivalents at the year end:	2								28 978	49 423	27 038

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less

EC105 Ndlambe - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework					
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20			
Revenue by Vote																			
Vote 1 - COUNCIL GENERAL		2 588	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 588	2 696	2 956
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		1 583	244	247	244	244	244	244	247	244	244	244	244	244	244	244	4 276	4 529	4 739
Vote 4 - COMMUNITY PROTECTION SERVICES		1 354	1 502	1 952	2 052	2 735	1 752	1 352	1 859	1 152	1 559	1 152	1 152	1 152	1 152	1 152	19 570	17 347	16 451
Vote 5 - COMMUNITY PROTECTION SERVICES 2		491	299	299	299	299	299	299	299	299	299	299	299	299	299	299	3 779	3 976	4 184
Vote 6 - INFRASTRUCTURAL DEVELOPMENT 2		(6 784)	3 605	3 125	3 092	2 726	2 732	2 282	2 389	2 184	2 177	2 188	2 188	2 143	2 143	2 143	21 829	31 600	41 131
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	422	2	721
Vote 8 - ELECTRICITY SERVICES		3 537	5 976	6 276	6 176	6 576	6 376	5 476	5 476	5 626	5 326	5 326	5 326	5 326	5 326	5 326	67 468	69 559	73 815
Vote 9 - WATER SERVICES		2 896	2 896	2 635	3 273	3 273	4 042	4 812	4 042	4 812	4 812	4 042	4 942	4 942	4 942	4 942	46 477	32 669	27 916
Vote 10 - FINANCIAL SERVICES		41 573	8 747	8 882	9 053	8 763	34 602	8 863	8 763	28 302	8 763	8 763	8 763	8 763	8 763	8 763	183 837	199 074	215 700
Vote 11 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		47 294	23 304	23 450	24 194	24 650	50 085	23 342	23 107	42 655	23 214	22 048	22 806	350 248	361 453	387 514			
Expenditure by Vote to be appropriated																			
Vote 1 - COUNCIL GENERAL		887	797	809	865	796	851	835	798	804	833	796	834	9 904	10 345	10 856			
Vote 2 - MUNICIPAL MANAGER		2 719	1 931	1 764	1 722	1 816	2 509	1 727	1 852	1 726	1 708	1 745	1 700	22 919	25 528	27 330			
Vote 3 - CORPORATE SERVICES		1 677	1 706	1 997	1 682	1 753	2 639	1 659	1 706	1 954	1 677	1 685	1 933	22 047	32 911	34 651			
Vote 4 - COMMUNITY PROTECTION SERVICES		2 756	3 295	3 186	2 811	3 134	4 730	3 404	3 077	3 017	3 071	2 996	2 742	38 221	39 471	42 312			
Vote 5 - COMMUNITY PROTECTION SERVICES 2		1 412	1 323	1 562	1 236	1 238	1 831	1 127	1 129	1 083	1 062	1 051	1 025	15 079	15 959	16 750			
Vote 6 - INFRASTRUCTURAL DEVELOPMENT 2		7 586	4 786	6 455	5 361	4 759	6 188	5 008	4 765	5 101	4 993	4 655	4 562	64 577	68 634	73 307			
Vote 7 - INFRASTRUCTURAL DEVELOPMENT 2		350	145	267	274	145	303	375	155	217	249	245	218	2 942	3 118	3 295			
Vote 8 - ELECTRICITY SERVICES		4 743	4 692	4 724	4 786	4 697	4 743	4 732	4 716	4 688	4 730	4 700	4 688	56 638	59 678	62 884			
Vote 9 - WATER SERVICES		2 450	2 344	3 651	2 361	2 378	3 124	2 332	2 327	3 254	2 356	2 314	2 712	31 604	37 614	41 474			
Vote 10 - FINANCIAL SERVICES		2 135	2 069	3 134	2 478	2 122	3 070	2 275	2 129	2 141	8 432	10 367	2 067	42 409	48 301	48 792			
Vote 11 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Vote 12 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Vote 13 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Vote 14 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Vote 15 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total Expenditure by Vote		26 714	23 068	27 550	23 577	22 837	29 968	23 472	22 653	23 986	29 109	30 524	22 881	308 340	339 559	361 660			
Surplus/(Deficit) before assoc.		20 580	236	(4 100)	617	1 813	20 117	(1 311)	453	18 668	(5 895)	(8 476)	25	43 908	21 893	25 854			
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Surplus/(Deficit)	1	20 580	236	(4 100)	617	1 813	20 117	(1 311)	453	18 668	(5 895)	(8 476)	25	43 908	21 893	25 854			

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

EC105 Ndabambe - Supporting Table SA30 Consolidated budgeted monthly cash flow

Budget Year 2017/18

Medium Term Revenue and Expenditure Framework

R thousand	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year *1 2018/19	Budget Year *2 2019/20
Cash Receipts By Source															
Property rates	8 305	8 305	8 305	8 305	8 305	8 305	8 305	8 305	8 305	8 305	8 305	8 305	99 654	108 547	119 403
Service charges - electricity revenue	808	5 246	5 246	5 246	5 246	5 246	5 246	5 246	5 246	5 246	5 246	5 246	58 510	59 548	62 749
Service charges - water revenue	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	27 020	25 132	28 294
Service charges - sanitation revenue	(8 340)	1 121	1 121	1 121	1 121	1 121	1 121	1 121	1 121	1 121	1 121	1 121	3 878	4 156	4 427
Service charges - refuse revenue	718	718	718	718	718	718	718	718	718	718	718	718	8 610	8 999	9 405
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	75	75	75	75	75	75	76	75	75	75	75	75	906	956	1 007
Interest earned - external investments	189	189	189	189	189	189	189	189	189	189	189	189	2 253	2 355	2 522
Interest earned - outstanding debtors	625	625	625	625	625	625	625	625	625	625	625	625	7 505	7 925	8 370
Dividends received	2	2	2	2	2	2	2	2	2	2	2	2	19	20	21
Fines, penalties and forfeits	295	295	295	295	295	295	295	295	295	295	295	295	3 546	3 734	3 933
Licences and permits	320	128	128	128	128	128	128	128	128	128	128	128	1 732	1 827	1 926
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer receipts - operational	37 213	450	480	794	1 079	28 340	532	867	19 993	855	458	413	89 484	98 182	102 231
Other revenue	968	965	968	965	965	970	965	955	988	955	965	968	11 597	5 288	6 128
Cash Receipts by Source	43 421	20 381	20 404	20 715	21 000	46 255	20 453	20 787	38 917	20 776	20 379	20 336	314 834	324 739	348 418
Other Cash Flows by Source															
Transfer receipts - capital	3 873	2 923	3 045	3 479	3 650	3 819	2 888	2 319	2 738	2 438	1 689	2 569	35 414	38 714	39 086
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (fr-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	5	5	5	9	6	5	5	8	10	6	5	34	103	102	106
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	47 300	23 309	23 455	24 203	24 656	50 090	23 347	23 115	42 665	23 219	22 053	22 940	390 351	361 555	387 620
Cash Payments by Type															
Employee related costs	10 042	9 949	11 075	9 939	10 005	15 304	9 909	9 930	9 970	9 894	9 898	9 863	125 877	132 907	141 218
Remuneration of councillors	545	545	545	545	545	545	545	545	545	545	545	545	6 545	6 804	7 122
Finance charges	34	34	594	34	34	221	34	34	594	34	34	221	1 900	2 006	2 118
Bulk purchases - Electricity	3 120	3 120	3 120	3 120	3 120	3 120	3 120	3 120	3 120	3 120	3 120	3 120	37 436	39 495	41 688
Bulk purchases - Water & Sewer	933	933	933	933	933	933	933	933	933	933	933	933	11 300	16 036	16 918
Other materials	1 485	1 252	1 284	1 303	1 508	1 521	1 617	1 522	1 514	1 546	1 473	1 481	17 518	17 975	18 476
Contracted services	6 218	3 587	4 845	4 002	3 330	4 352	3 835	3 279	3 891	3 404	3 066	3 408	47 139	58 915	63 988
Transfers and grants - other municipalities	96	96	96	96	96	246	96	96	96	96	96	96	1 305	1 377	1 453
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	3 787	3 125	4 612	3 159	2 821	3 279	2 938	2 808	2 877	9 092	10 913	2 566	51 978	23 707	74 556
Cash Payments by Type	26 270	22 523	27 105	23 132	22 392	29 522	23 027	22 308	23 541	25 555	30 079	22 333	300 938	299 223	367 485
Other Cash Flow/Payments by Type															
Capital assets	7 010	3 923	4 253	4 114	5 114	5 222	3 183	2 573	3 907	2 438	1 680	2 616	46 014	41 887	42 510
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flow/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	33 280	26 546	31 358	27 246	27 507	34 744	26 190	24 782	27 448	31 103	31 749	24 949	346 512	341 110	410 005
NET INCREASE/(DECREASE) IN CASH HELD	14 020	(3 237)	(7 913)	(3 043)	(2 851)	15 345	(2 843)	(1 667)	15 217	(7 884)	(9 695)	(2 009)	3 439	20 445	(22 385)

Cash/cash equivalents at the monthly year begin:	25 539	39 558	36 322	28 408	25 385	22 514	37 860	37 860	35 016	33 349	48 566	40 682	30 887	25 539	28 978	49 423	49 423
Cash/cash equivalents at the monthly year end:	39 558	36 322	28 408	25 385	22 514	37 860	35 016	33 349	48 566	40 682	30 987	28 978	25 539	49 423	27 038		

References

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTRFE it is now directly linked to A7.