| R thousands | Location |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | BUF <br> Buffalo <br> City (H) | NMA <br> Nelson Mandela Bay (H) | EC101 <br> Dr Beyers <br> Naude (L) | EC102 <br> Blue Crane <br> Route (L) | EC104 <br> Makana <br> (M) | EC105 <br> Ndlambe <br> (L) | EC106 <br> Sundays River Valley (M) | EC108 <br> Kouga <br> (M) | EC109 <br> Kou-Kamma <br> (M) |
|  |  |  |  |  |  |  |  |  |  |
| Total Operating Revenue | 5907039 | 9535857 | 359641 | 181819 | 486191 | 374077 | 170748 | 637174 | 121855 |
| Total Operating Expenditure | 5905961 | 9503483 | 424278 | 217576 | 486191 | 373998 | - 217103 | 686357 | 142358 |
| Operating Performance Surplus I (Deficit) | 1078 | 32375 | (64637) | (35 757) |  | 79 | (46 355) | (49 182) | (20 503) |
| Cash and Cash Equivalents at the Year End | 2490747 | 1525929 | (53 279) |  | 8129 | 167633 | 1000 | 29045 | (0) |
| Net Increase I (Decrease) in Cash held for the Year | 108561 | 167173 | (53 807) | (10000) | 5520 | 167633 | (30 380) | 1953 | (132) |
| Cash Backing / Surplus (Deficit) Reconciliation | 2213553 | 239454 | 28736 | (1000) | 7979 |  | (3694) | 19756 | (28957) |
| Cash Coverage Ratio | 6.9 | 2.2 | (2.2) | (.0) | . 3 | 7.3 | . 1 | . 6 | (.) |
| STATEMENT OF OPERATING PERFORMANCE |  |  |  |  |  |  |  |  |  |
| Revenue |  |  |  |  |  |  |  |  |  |
| \% Increase in Total Operating Revenue | 3.3\% | 7.3\% | 47.1\% | (.0\%) | 13.7\% | 11.9\% | 19.9\% | (.2\%) | 13.0\% |
| \% Increase in Property Rates Revenue | 24.4\% | 8.9\% | 44.4\% | 11.0\% | 23.8\% | 1.8\% | 198.9\% | 1.1\% | 6.0\% |
| \% Increase in Electricity Revenue | 9.4\% | 6.2\% | 31.5\% | 5.9\% | 13.2\% | 2.5\% | (34.8\%) | (3.4\%) | (11.4\%) |
| \% Increase in Water Revenue | 8.0\% | (4.3\%) | 39.3\% | (19.3\%) | 15.3\% | 46.2\% | 135.8\% | (3.1\%) | 6.0\% |
| \% Increase in Property Rates \& Service Charges | 12.9\% | 4.8\% | 38.0\% | (1.8\%) | 18.7\% | 11.7\% | 73.8\% | (1.9\%) | 5.1\% |
| \% Increase in Operating Grant Revenue | 5.6\% | 4.4\% | 63.8\% | (.5\%) | 7.5\% | 16.9\% | 8.5\% | 9.3\% | 4.6\% |
| \% Increase in Capital Grant Revenue | (.2\%) | (13.7\%) | 0\% | 54.6\% | .0\% | 1.8\% | 41.6\% | .0\% | (6.7\%) |
| Collection Rate Including Other Revenue | 91.8\% | 90.4\% | 98.3\% | 88.2\% | 77.2\% | 97.5\% | 43.1\% | 93.5\% | 65.3\% |
| Annual Debtors Collection Rate (Payment Level \%) | 88.2\% | 90.1\% | 97.1\% | 86.8\% | 72.7\% | 95.5\% | 32.6\% | 92.5\% | 32.0\% |
| Current Debtors Collection Rate | 88.2\% | 90.1\% | 97.1\% | 86.8\% | 72.7\% | 95.5\% | 32.6\% | 92.5\% | 44.1\% |
| Outstanding Debtors to Revenue | 15.7\% | 17.3\% | 12.7\% | 10.8\% | 49.7\% | .0\% | 16.7\% | 14.7\% | 18.1\% |
| O/S Service Debtors to Revenue | 22.8\% | 24.4\% | 21.3\% | 16.5\% | 64.8\% | . $0 \%$ | 34.7\% | 18.4\% | 54.1\% |
| Expenditure |  |  |  |  |  |  |  |  |  |
| \% Increase in Total Operating Expenditure | 3.3\% | 7.8\% | 66.5\% | (2.1\%) | 13.7\% | 11.9\% | 36.4\% | (.4\%) | 8.8\% |
| \% Increase in Employee Costs | 10.3\% | 9.3\% | 52.9\% | 5.4\% | 14.1\% | 6.5\% | 12.9\% | 9.8\% | 8.1\% |
| \% Overtime measured against Employee Related Costs | 4.7\% | 4.7\% | .0\% | 3.3\% | .8\% | 3.0\% | .0\% | 4.1\% | 5.0\% |
| \% Increase in Electricity Bulk Purchases | 10.6\% | 8.8\% | 31.7\% | 9.2\% | 14.1\% | 9.8\% | 5.6\% | .6\% | 8.7\% |
| \% Increase in Water Bulk Purchases | 10.0\% | 15.2\% | .0\% | .0\% | .0\% | 47.6\% | 16.2\% | 35.1\% | 6.6\% |
| Remuneration \% of Oper Exp (excl debt impairm and deprec,' | 31.5\% | 31.1\% | 34.5\% | 41.8\% | 31.8\% | 32.3\% | 36.3\% | 40.7\% | 47.8\% |
| Contracted Services \% of Oper Exp (excl debt impairm and deprec) | .5\% | 6.5\% | 2.8\% | .0\% | 6.2\% | 5.3\% | 2.7\% | 2.2\% | 3.5\% |
| Debt Impairment \% of Billable Revenue | 7.5\% | 6.4\% | 3.3\% | 5.3\% | .0\% | 5.5\% | 42.6\% | 6.0\% | 57.5\% |
| \% Electricity Distribution Losses | 0\% | 8.3\% | .0\% | 20.9\% | .0\% | .0\% | .0\% | .0\% | .0\% |
| \% Water Distribution Losses | 41.5\% | 147.7\% | .0\% | 456.9\% | .0\% | . $0 \%$ | .0\% | .0\% | .0\% |
| Employee costs/Total Revenue | 25.9\% | 26.2\% | 33.6\% | 40.4\% | 29.7\% | 30.6\% | 31.3\% | 36.6\% | 38.4\% |
| INFRASTRUCTURE DEVELOPMENT \& ASSET MANAGEMENT Capital Funding |  |  |  |  |  |  |  |  |  |
| Total Capital Budget | 1558134 | 1416400 | 99309 | 33196 | 170043 | 37285 | 52797 | 63069 | 19197 |
| Internally Funded and Other | 640283 | 585733 |  | 8214 |  | 5078 | 19637 | 24685 | 290 |
| Grant Funding and Other | 848269 | 830667 | 99169 | 24983 | 170043 | 32206 | 33160 | 38383 | 18907 |
| Internally Generated Funds \% of Non Grant Funding | 90.2\% | 100.0\% | 100.0\% | 100.0\% | .0\% | 100.0\% | 100.0\% | 100.0\% | 100.0\% |
| Borrowing \% of Non Grant Funding | 9.8\% |  |  |  | .0\% | .0\% | .0\% | .0\% | .0\% |
| Grant Funding \% of Total Funding | 54.4\% | 58.6\% | 99.9\% | 75.3\% | 100.0\% | 86.4\% | 62.8\% | 60.9\% | 98.5\% |
| Borrowing |  |  |  |  |  |  |  |  |  |
| Total Borrowing Liability | 518175 | 1231623 |  | 3312 | 60534 |  | 397 | 36734 |  |
| Borrowing for the Financial Year | 69582 |  |  |  |  |  |  |  |  |
| Cost of Borrowing for the Financial Yeal | 108930 | 251939 | 1313 | 15217 | 5500 | 1952 | 2644 | 11765 | 6422 |
| Total Cost of Debt as a\% of Total Borrowing Liability | 21.0\% | 20.5\% | .0\% | 459.5\% | 9.1\% | . $0 \%$ | 666.7\% | 32.0\% | .0\% |
| Financing Cost \% of Asset Base | .8\% | 1.7\% | .2\% | 2.6\% | .6\% | 5.2\% | .5\% | .4\% | 2.0\% |
| Capital Charges \% of Operating Expenditure | 1.8\% | 2.7\% | . $3 \%$ | 7.0\% | 1.1\% | .5\% | 1.2\% | 1.7\% | 4.5\% |
| Borrowing \% of Total Assets | 3.9\% | 8.4\% | .0\% | .6\% | 6.7\% | . $0 \%$ | . $1 \%$ | 1.4\% | .0\% |
| Capital Charges to Own Revenue | 2.4\% | 3.1\% | .6\% | 11.7\% | 1.4\% | .7\% | 2.5\% | 2.2\% | 8.4\% |
| Borrowed Funding of own Capital Expenditure | 9.8\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | 2069.0\% |
| Gearing | 3.4\% | 9.7\% | . $0 \%$ |  | 7.5\% | . $0 \%$ | .1\% | 1.4\% | .0\% |
| Current Ratio | 3.1 |  | 1.9 | 1.6 | 1.0 | . 0 | 1.5 | . 9 | .7 |
| Liquidity Ratio |  |  |  |  | . 1 | . 0 | . 2 | . 2 | . 0 |
| Finance charges and Depreciation/Total Revenus | 13.6\% | 12.4\% | 18.9\% | 21.4\% | 6.5\% | 1.8\% | 22.0\% | 13.7\% | 17.7\% |
| Debt coverage | 19.9 | 44.0 | 44.6 | 8.9 | 22.4 | 37.3 | 26.1 | 36.2 | 8.5 |
| Capital Programme |  |  |  |  |  |  |  |  |  |
| Capital Appropriations |  |  |  |  |  |  |  |  |  |
| Trading Services | 680946 | 729045 | 84228 | 8350 | 144563 | 12500 | 21963 | 43081 | 18907 |
| Total Appropriation - Electricity Infrastructure | 143000 | 228244 | 8244 | 5900 | 9079 | 5680 | 10085 | 8074 |  |
| Total Appropriation - Water Infrastructure | 87500 | 17651 | 62875 | 1000 | 47065 | 3640 | 2374 | 2750 | 13959 |
| Total Appropriation - Waste Water Managemen | 371992 | 306750 | 13109 | 250 | 88419 | 1200 | 9204 | 28758 | 4645 |
| Total Appropriation - Waste Managemen | 78454 | 17500 |  | 1200 |  | 1980 | 300 | 3500 | 303 |
| Economic and Environmental | 541969 | 340152 | 12074 | 20263 | 1252 | 21631 | 10912 | 5425 |  |
| Total Appropriation - Planning and Developmen' | 274790 | 84014 | 487 |  |  | 180 |  | 1470 |  |
| Total Appropriation - Road Transport | 267179 | 221789 | 11587 | 20242 | 1252 | 21451 | 10912 |  |  |
| Total Appropriation - Environmental Protectior |  | 34350 |  |  |  |  |  | 3955 |  |
| Governance and Administration | 40722 | 62003 | 1161 | 1680 | 6350 | 279 | 15562 | 1375 | 50 |
| Community and Public Safety | 276498 | 285200 | 1847 | 2903 | 17878 | 2875 | 4360 | 13186 | 240 |
| Other |  |  |  |  |  |  |  |  |  |

Summarised Outcome: Municipal Budget and Benchmarking Engagement - 2016/17 Budget vs Original Budget 2015/16

| R thousands | Location |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { BUF } \\ & \text { Buffalo } \\ & \text { City }(\mathrm{H}) \end{aligned}$ | NMA <br> Nelson Mandela Bay (H) | EC101 <br> Dr Beyers <br> Naude (L) | EC102 <br> Blue Crane <br> Route (L) | EC104 <br> Makana <br> (M) | EC105 <br> Ndlambe <br> (L) | EC106 <br> Sundays River <br> Valley (M) | $\begin{aligned} & \text { EC108 } \\ & \text { Kouga } \\ & \text { (M) } \end{aligned}$ | EC109 <br> Kou-Kamma <br> (M) |
| \%Capital Appropriations measured against Total Capital |  |  |  |  |  |  |  |  |  |
| Trading Services | 43.7\% | 51.5\% | 84.8\% | 25.2\% | 85.0\% | 33.5\% | 41.6\% | 68.3\% | 98.5\% |
| \% of Capital Budget - Electricity Infrastructure | 9.2\% | 16.1\% | 8.3\% | 17.8\% | 5.3\% | 15.2\% | 19.1\% | 12.8\% | 0\% |
| \% of Capital Budget - Water Infrastructure | 5.6\% | 12.5\% | 63.3\% | 3.0\% | 27.7\% | 9.8\% | 4.5\% | 4.4\% | 72.7\% |
| \% of Capital Budget - Waste Water Management | 23.9\% | 21.7\% | 13.2\% | 8\% | 52.0\% | 3.2\% | 17.4\% | 45.6\% | 24.2\% |
| \% of Capital Budget - Waste Management | 5.0\% | 1.2\% | 0\% | 3.6\% | .0\% | 5.3\% | .6\% | 5.5\% | 1.6\% |
| Economic and Environmental | 34.8\% | 24.0\% | 12.2\% | 61.0\% | .7\% | 58.0\% | 20.7\% | 8.6\% | .0\% |
| \% of Capital Budget - Planning and Development | 17.6\% | 5.9\% | 5\% | . 0 | 0\% | .5\% | .0\% | 2.3\% | .0\% |
| \% of Capital Budget - Road Transport | 17.1\% | 15.7\% | 11.7\% | 61.0\% | .7\% | 57.5\% | 20.7\% | .0\% | .0\% |
| \% of Capital Budget - Environmental Protection | 0\% | 2.4\% | 0\% | 1\% | .0\% | .0\% | .0\% | 6.3\% | .0\% |
| Governance and Administration | 2.6\% | 4.4\% | 1.2\% | 5.1\% | 3.7\% | .7\% | 29.5\% | 2.2\% | .3\% |
| Community and Public Safety | 17.7\% | 20.1\% | 1.9\% | 8.7\% | 10.5\% | 7.7\% | 8.3\% | 20.9\% | 1.3\% |
| Other | 1.2\% | . $0 \%$ | . $0 \%$ | .0\% | . $0 \%$ | .0\% | . $0 \%$ | .0\% | .0\% |
| Asset Management |  |  |  |  |  |  |  |  |  |
| Total Value of PPE | 13447560 | 14663256 | 736127 | 576000 | 908810 | 37285 | 510652 | 2649006 | 321518 |
| Capital Asset Renewal | 804300 | 794261 |  | 5640 |  |  | 32160 | 19001 | 18604 |
| Operational Repair \& MaintenancE | 414791 | 457648 | 18582 | 4880 |  | 23944 | 6304 | 35999 | 2070 |
| Asset Renewal \% of Depreciation | 107.5\% | 77.6\% | .0\% | 16.0\% | .0\% | .0\% | 91.9\% | 22.9\% | 88.2\% |
| R\&M \% of PPE | 3.1\% | 3.1\% | 2.5\% | 8\% | .0\% | 64.2\% | 1.2\% | 1.4\% | .6\% |
| Asset Renewal and R\&M as a \% of PPE | 9.1\% | 8.5\% | 2.5\% | 1.8\% | .0\% | 64.2\% | 7.5\% | 2.1\% | 6.4\% |
| Depreciation as \% of Asset Base | 5.6\% | 7.0\% | 9.0\% | 6.1\% | 3.5\% | 12.4\% | 6.9\% | 3.1\% | 6.6\% |
| Repairs \& Maintenance/Total Revenue | 7.0\% | 4.8\% | 5.2\% | 2.7\% | .0\% | 6.4\% | 3.7\% | 5.6\% | 1.7\% |
| AVERAGE HOUSEHOLD BILLS |  |  |  |  |  |  |  |  |  |
| Percentage Increases |  |  |  |  |  |  |  |  |  |
| Property rates | 7.6\% | 9.5\% | .0\% | 10.0\% | .0\% | .0\% | .0\% | 9.0\% | .0\% |
| Electricity: Basic levy | 0\% | 0\% | .0\% | 7.6\% | .0\% | .0\% | .0\% | 7.3\% | .0\% |
| Electricity: Consumption | 7.6\% | 7.6\% | .0\% | 8.0\% | .0\% | .0\% | .0\% | 7.4\% | .0\% |
| Water: Basic levy | .0\% | 9.0\% | .0\% | 9.0\% | .0\% | .0\% | .0\% | 9.9\% | .0\% |
| Water: Consumption | 8.0\% | 9.0\% | .0\% | 9.0\% | .0\% | .0\% | .0\% | 22.4\% | .0\% |
| Sanitation | 7.8\% | 9.0\% | .0\% | 9.0\% | .0\% | .0\% | .0\% | 13.7\% | .0\% |
| Refuse removal | 7.8\% | .0\% | .0\% | 9.0\% | .0\% | .0\% | .0\% | 9.0\% | .0\% |
| Other | 7.5\% | 9.0\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% |
| Monthly Bill (Rand/cent) |  |  |  |  |  |  |  |  |  |
| Property rates | 405.26 | 253.23 | . 00 | 454.01 | . 00 | . 00 | . 00 | 3240.12 | . 00 |
| Electricty: Basic levy | . 00 | . 00 | . 00 | 140.46 | . 00 | . 00 | . 00 | 141.12 | . 00 |
| Electricity: Consumption | 599.27 | 667.36 | . 00 | 644.00 | . 00 | . 00 | . 00 | 558.10 | . 00 |
| Water: Basic levy | 00 | 36.89 | . 00 | 69.65 | . 00 | . 00 | . 00 | 86.84 | . 00 |
| Water: Consumption | 297.94 | 290.66 | . 00 | 182.27 | . 00 | . 00 | . 00 | 233.41 | . 00 |
| Sanitation | 104.75 | 205.63 | . 00 | 45.11 | . 00 | . 00 | . 00 | 250.86 | . 00 |
| Refuse removal | 184.31 | 30.45 | . 00 | 98.39 | . 00 | . 00 | . 00 | 135.77 | . 00 |
| Other | 39.41 | 93.48 | . 00 | . 00 | . 00 | . 00 | . 00 | 33.33 | . 00 |
| Total Monthly Bill (excluding VAT) | 1630.94 | 1577.70 | . 00 | 1633.89 | . 00 | . 00 | . 00 | 4679.55 | . 00 |
| SOCIAL PACKAGE |  |  |  |  |  |  |  |  |  |
| Total Number of Households | 224000 | 356721 | 0 | 9761 | 38150 | 21369 | 0 | 30371 | 11157 |
| Highest level of free service provided |  |  |  |  |  |  |  |  |  |
| Water (kilolitres per household per month), | 6 | 8 | 0 | 6 | 0 | 0 | 0 | 6 | 16486 |
| Electricity (kwh per household per month) | 50 | 75 | 0 | 50 | 0 | 0 | 0 | 50 | 19050 |
| Number of Households receiving Free Basic Services |  |  |  |  |  |  |  |  |  |
| Water (6 kilolitres per household per month) | 66998 | 78200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sanitation (free minimum level service | 66998 | 78200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Electricity/Other energy ( 50 kwh per household per month? | 86891 | 65031 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Refuse(removed at least once a week) | 66998 | 69110 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cost of Free Basic Services provided | 249453 | 303676 |  | 11500 | 7434 |  |  | 31 | 9410 |
| Water (6 kilolitres per household per month), | 67664 | 77084 |  | 3379 |  |  |  | 8 | 3132 |
| Sanitation (free minimum level service' | 68023 | 107155 |  | 2534 |  |  |  | 8 | 3420 |
| Electricity/Other energy ( 50 kwh per household per month' | 46248 | 33604 |  | 1700 |  |  |  | 8 | 1188 |
| Refuse(removed at least once a week) | 67518 | 85832 |  | 3886 |  |  |  | 8 | 1670 |
| Average Cost per Household Per Annum | 3565.26 | 4114.71 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 |
| Water (6 kilolitres per household per month' | 1009.94 | 985.73 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 |
| Sanitation (free minimum level service: | 1015.31 | 1370.27 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 |
| Electricity/Other energy ( 50 kwh per household per month' | 532.25 | 516.74 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 |
| Refuse(removed at least once a week) | 1007.76 | 1241.97 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 | . 00 |
| Cost of Free Basic Services Provided to "Registered Indigent" | 238865 | 321770 |  |  |  |  |  |  |  |
| Revenue cost of free services provided (excl property rates and other) |  | 43597 |  |  |  |  |  | 19781 |  |
| Local Government Equitable Share | 678197 | 798043 | 84241 | 44713 | 77008 | 76824 | 59318 | 91622 | 39760 |
| MTREF Funded / Unfunded | Funded | Funded | Funded | Unfunded | Funded | Unfunded | Unfunded | Funded | Unfunded |




|  | EC135 | EC136 | EC137 | EC138 | EC139 | DC13 | EC141 | EC142 | EC145 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Intsika <br> Yethu (L) | Emalahleni $(E c)(L)$ | Engcobo <br> (M) | Sakhisizwe <br> (L) | $\begin{aligned} & \text { Enoch } \\ & \text { Mgijima (M) } \end{aligned}$ | Chris <br> Hani (M) | Elundini <br> (L) | Senqu <br> (M) | Walter <br> Sisulu (M) |
| R thousands |  |  |  |  |  |  |  |  |  |
| Total Operating Revenue | 182599 | 156643 | 163334 | 90946 |  | 893554 | 294801 | 193485 |  |
| Total Operating Expenditure | 254375 | 189298 | 190972 | 93202 |  | 1214243 | 278678 | 206066 |  |
| Operating Performance Surplus I (Deficit) | (71776) | (32 656) | (27 638) | (2256) |  | (320 689) | 16122 | $(12581)$ |  |
| Cash and Cash Equivalents at the Year End | (31 879) | (9248) | 40178 | 11038 |  | 257535 | 38679 | 128127 |  |
| Net Increase I (Decrease) in Cash held for the Year | (31 879) | (25 827) |  | 10038 |  | (41 480) | 38679 | (23 242) |  |
| Cash Backing / Surplus (Deficit) Reconciliation | (122 195) | (7312) | 46231 | (8163) |  | 394673 | 49623 | 37528 |  |
| Cash Coverage Ratio | (2.3) | (.9) | 4.5 | 2.0 | . 0 | 4.0 | 2.6 | 9.4 | . 0 |
|  |  |  |  |  |  |  |  |  |  |
| STATEMENT OF OPERATING PERFORMANCERevenue |  |  |  |  |  |  |  |  |  |
| \% Increase in Total Operating Revenue | (20.0\%) | (9.5\%) | 5.5\% | (2.3\%) | .0\% | 2.2\% | 3.9\% | (1.1\%) | .0\% |
| \% Increase in Property Rates Revenue | (7.9\%) | 23.6\% | (5.0\%) | 15.1\% | .0\% | .0\% | 6.6\% | 6.0\% | .0\% |
| \% Increase in Electricity Revenue | .0\% | (24.5\%) | .0\% | (1.5\%) | .0\% | .0\% | 3.8\% | 16.6\% | .0\% |
| \% Increase in Water Revenue | .0\% |  | 0\% | .0\% | .0\% | (20.6\%) | .0\% | .0\% | .0\% |
| \% Increase in Property Rates \& Service Charges | (31.7\%) | (11.0\%) | (7.0\%) | 3.8\% | .0\% | (20.7\%) | 5.1\% | 15.2\% | .0\% |
| \% Increase in Operating Grant Revenue | 10.9\% | (9.7\%) | 3.9\% | (3.8\%) | .0\% | 5.9\% | (19.6\%) | (6.6\%) | .0\% |
| \% Increase in Capital Grant Revenue | 0\% | 6.7\% | 40.4\% | (11.7\%) | .0\% | (23.9\%) | (2.0\%) | 29.2\% | .0\% |
| Collection Rate Including Other Revenue | 100.0\% | 51.9\% | 175.0\% | 91.6\% | .0\% | 48.5\% | 103.1\% | 80.8\% | .0\% |
| Annual Debtors Collection Rate (Payment Level \%) | 39.7\% | 41.3\% | 43.0\% | 84.0\% | .0\% | 21.5\% | 63.4\% | 63.0\% | .0\% |
| Current Debtors Collection Rate | 39.7\% | 41.3\% | 43.0\% | 84.0\% | .0\% | 21.5\% | 63.4\% | 63.0\% | .0\% |
| Outstanding Debtors to Revenue | 28.7\% | 23.8\% | 4.5\% | 11.6\% | .0\% | 18.6\% | 3.2\% | 14.6\% | .0\% |
| O/S Service Debtors to Revenue | 497.2\% | 196.5\% | 149.2\% | 49.0\% | .0\% | 94.5\% | 15.8\% | 67.1\% | .0\% |
| Expenditure |  |  |  |  |  |  |  |  |  |
| \% Increase in Total Operating Expenditure | (4.8\%) | (6.5\%) | 13.0\% | (.2\%) | .0\% | 26.2\% | 4.3\% | 4.3\% | .0\% |
| \% Increase in Employee Costs | 62.0\% | 4.7\% | 23.2\% | 2.8\% | .0\% | 20.4\% | 34.9\% | 3.0\% | .0\% |
| \% Overtime measured against Employee Related Costs | 0\% | 1.5\% | 1.3\% | .8\% | .0\% | 1.0\% | 2.0\% | .0\% | .0\% |
| \% Increase in Electricity Bulk Purchases | 0\% | 13.1\% | .0\% | (.2\%) | .0\% | .0\% | 11.8\% | 4.5\% | .0\% |
| \% Increase in Water Bulk Purchases | .0\% | .0\% | .0\% | .0\% | .0\% | (34.0\%) | .0\% | .0\% | .0\% |
| Remuneration \% of Oper Exp (excl debt impairm and deprec', | 46.5\% | 38.3\% | 39.1\% | 42.9\% | .0\% | 35.1\% | 38.1\% | 40.7\% | .0\% |
| Contracted Services \% of Oper Exp (excl debt impairm and deprec) | .5\% | 2.4\% | .0\% | 2.5\% | .0\% | 1.8\% | 1.1\% | 12.4\% | .0\% |
| Debt Impairment \% of Billable Revenue | 17.2\% | 13.3\% | 56.9\% | 19.3\% | .0\% | 111.2\% | 17.3\% | 11.1\% | .0\% |
| \% Electricity Distribution Losses | .0\% | 29.5\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% |
| \% Water Distribution Losses | .0\% | 0\% | .0\% | .0\% | .0\% | .0\% | .0\% | . $0 \%$ | .0\% |
| Employee costs/Total Revenue | 56.6\% | 39.6\% | 35.5\% | 37.7\% | .0\% | 34.9\% | 28.8\% | 38.4\% | .0\% |
| INFRASTRUCTURE DEVELOPMENT \& ASSET MANAGEMENT Capital Funding |  |  |  |  |  |  |  |  |  |
| Total Capital Budget | 38101 | 41470 | 95615 | 19182 |  | 634700 | 53372 | 75788 |  |
| Internally Funded and Other | 200 | 8800 | 15184 | 520 |  | 129527 | 16122 | 29850 |  |
| Grant Funding and Other | 37901 | 32670 | 80431 | 18662 |  | 505173 | 37250 | 45728 |  |
| Internally Generated Funds \% of Non Grant Funding | 100.0\% | 100.0\% | 100.0\% | 100.0\% | .0\% | 100.0\% | 100.0\% | 100.0\% | .0\% |
| Borrowing \% of Non Grant Funding | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | . $0 \%$ | .0\% |
| Grant Funding \% of Total Funding | 99.5\% | 78.8\% | 84.1\% | 97.3\% | .0\% | 79.6\% | 69.8\% | 60.5\% | .0\% |
| Borrowing |  |  |  |  |  |  |  |  |  |
| Total Borrowing Liability | 7646 | 283 | 925 | 2783 |  |  |  | 12027 |  |
| Borrowing for the Financial Year |  |  |  |  |  |  |  |  |  |
| Cost of Borrowing for the Financial Yeaı | 38 | 1113 |  | 2480 |  | 400 | 22 | 1942 |  |
| Total Cost of Debt as a \% of Total Borrowing Liabilit, | .5\% | 393.3\% | .0\% | 89.1\% | .0\% | .0\% | .0\% | 16.1\% | .0\% |
| Financing Cost \% of Asset Base | .0\% | .2\% | .0\% | 1.5\% | .0\% | .0\% | .0\% | .5\% | .0\% |
| Capital Charges \% of Operating Expenditure | .0\% | 6\% | .0\% | 2.7\% | .0\% | .0\% | .0\% | .9\% | .0\% |
| Borrowing \% of Total Assets | 1.4\% |  | .2\% | 1.7\% | .0\% | .0\% | .0\% | 3.1\% | .0\% |
| Capital Charges to Own Revenue | .2\% | 4.2\% | .0\% | 8.6\% | .0\% | .1\% | .0\% | 3.3\% | .0\% |
| Borrowed Funding of own Capital Expenditure | .0\% | .0\% | .0\% | 209.8\% | .0\% | .0\% | .0\% | .0\% | .0\% |
| Gearing | 1.9\% |  | .2\% | 1.5\% | .0\% | .0\% | .0\% | 2.4\% | .0\% |
| Current Ratio | . 4 | 1.2 | 2.3 | . 5 | . 0 | 8.0 | 1.8 | 8.1 | . 0 |
| Liquidity Ratio |  |  | 2.0 |  | . 0 | 5.3 | 1.6 | 6.6 | 0 |
| Finance charges and Depreciation/Total Revenus | 16.5\% | 16.5\% | 24.5\% | 10.5\% | .0\% | 14.6\% | 15.5\% | 10.4\% | .0\% |
| Debt coverage | 53.0 | 6.6 | 3.4 | 5.9 | . 0 | 10.1 | 51.3 | 5.0 | . 0 |
| Capital Programme |  |  |  |  |  |  |  |  |  |
| Capital Appropriations |  |  |  |  |  |  |  |  |  |
| Trading Services |  | 7354 | 30000 | 2010 |  | 505173 | 4400 | 11202 |  |
| Total Appropriation - Electricity Infrastructure |  | 2865 | 30000 | 2010 |  |  | 3650 | 6762 |  |
| Total Appropriation - Water Infrastructure |  |  |  |  |  | 505173 |  |  |  |
| Total Appropriation - Waste Water Managemen |  |  |  |  |  |  |  |  |  |
| Total Appropriation - Waste Managemen |  | 4488 |  |  |  |  | 750 | 4440 |  |
| Economic and Environmental | 37901 | 21002 | 51091 | 12610 |  |  | 43175 | 35433 |  |
| Total Appropriation - Planning and Developmen |  |  | 2450 |  |  |  | 694 | 1260 |  |
| Total Appropriation - Road Transport | 37901 | 21002 | 48641 | 12610 |  |  | 42481 | 34173 |  |
| Total Appropriation - Environmental Protectior |  |  |  |  |  |  |  |  |  |
| Governance and Administration | 200 | 6700 | 4870 | 500 |  | 129527 | 3933 | 14963 |  |
| Community and Public Safety |  | 6414 | 9654 | 4062 |  |  | 1864 | 13980 |  |
| Other |  |  |  |  |  |  |  |  |  |



|  | DC14 Joe Gqabi (H) | EC153 <br> Ngquza <br> Hills (L) | EC154 <br> Port St <br> Johns (M) | EC155 <br> Nyandeni <br> (L) | EC156 <br> Mhlontlo <br> (L) | EC157 <br> King Sabata <br> Dalindyebo (H) | DC15 <br> O.R. <br> Tambo (H) | $\begin{aligned} & \text { EC441 } \\ & \text { Matatiele } \\ & \text { (M) } \end{aligned}$ | EC442 Umzimvubu (M) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| R thousands |  |  |  |  |  |  |  |  |  |
| Total Operating Revenue | 423392 | 270737 | 169268 | 286412 | 210389 | 916238 | 1137047 | 289357 | 244914 |
| Total Operating Expenditure | 494426 | 248742 | 223048 | 285315 | 234415 | 1150512 | 1134761 | 289550 | 231936 |
| Operating Performance Surplus I (Deficit) | (71 035) | 21994 | (53 781) | 1097 | (24025) | (234 274) | 2286 | 7 7 | 12978 |
| Cash and Cash Equivalents at the Year End | 2949 | 139326 | (40 728 ) | 111560 | 39186 | 65189 | 653278 | 30461 | 40111 |
| Net Increase I (Decrease) in Cash held for the Year | (12 855) |  | (40 728) | 36120 | 1839 | 24927 | 162328 | 43172 | 14860 |
| Cash Backing / Surplus (Deficit) Reconciliation | (27 988) | 192097 | (19074) | 57912 | 34300 | 4537 | 478256 | - 20269 | 27722 |
| Cash Coverage Ratio | . 1 | 9.5 | (3.5) | 7.0 | 2.6 | 1.0 | 10.8 | 1.6 | 3.7 |
| STATEMENT OF OPERATING PERFORMANCE |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| \% Increase in Total Operating Revenue | 1.8\% | .9\% | 20.0\% | 7.2\% | 4.2\% | 6.3\% | (25.8\%) | (.2\%) | 9.6\% |
| \% Increase in Property Rates Revenue | 0\% | 25.0\% | 23.3\% | 7.0\% | .0\% | 19.2\% | . $0 \%$ | 6.0\% | 52.4\% |
| \% Increase in Electricity Revenue | 0\% | 0\% | 0\% | .0\% | .0\% | 6.5\% | .0\% | 5.6\% | .0\% |
| \% Increase in Water Revenue | 8.0\% | .0\% | .0\% | .0\% | .0\% | .0\% | (68.4\%) | .0\% | .0\% |
| \% Increase in Property Rates \& Service Charges | 15.6\% | 25.4\% | 21.3\% | 7.3\% | 1.5\% | 11.4\% | (68.4\%) | 5.9\% | 45.0\% |
| \% Increase in Operating Grant Revenue | (3.0\%) | (2.4\%) | 8.5\% | (7.7\%) | (5.2\%) | 2.2\% | 7.2\% | (3.2\%) | (6.2\%) |
| \% Increase in Capital Grant Revenue | 9.6\% | (16.5\%) | 56.2\% | (1.3\%) | 10.7\% | 10.2\% | 42.1\% | 65.6\% | (24.3\%) |
| Collection Rate Including Other Revenue | 54.4\% | 98.4\% | 100.0\% | 91.4\% | 74.5\% | 94.5\% | 86.5\% | 68.8\% | 87.0\% |
| Annual Debtors Collection Rate (Payment Level \%) | 46.2\% | 80.0\% | 100.0\% | 43.0\% | 39.9\% | 91.1\% | 69.9\% | 62.1\% | 55.2\% |
| Current Debtors Collection Rate | 46.2\% | 80.0\% | 100.0\% | 43.0\% | 39.9\% | 91.1\% | 69.9\% | 62.1\% | 55.2\% |
| Outstanding Debtors to Revenue | 8.5\% | 29.2\% | 3.5\% | 3.4\% | .8\% | 15.4\% | 16.5\% | 10.4\% | 4.7\% |
| O/S Service Debtors to Revenue | 50.0\% | 487.2\% | 40.7\% | 159.1\% | 50.7\% | 24.5\% | 79.3\% | 31.8\% | 59.4\% |
| Expenditure |  |  |  |  |  |  |  |  |  |
| \% Increase in Total Operating Expenditure | 7.1\% | 50.3\% | 79.4\% | (24.2\%) | 14.4\% | 7.7\% | (25.6\%) | (.2\%) | (10.7\%) |
| \% Increase in Employee Costs | 7.7\% | 28.5\% | 17.5\% | 9.3\% | 9.0\% | 11.7\% | 19.8\% | (1.1\%) | 14.7\% |
| \% Overtime measured against Employee Related Costs | 4.0\% |  | 1.1\% | 3.4\% | .0\% | 3.8\% | 1.9\% | 1.6\% | .0\% |
| \% Increase in Electricity Bulk Purchases | .0\% | (100.0\%) | .0\% | .0\% | .0\% | 9.4\% | .0\% | 15.0\% | .0\% |
| \% Increase in Water Bulk Purchases | (59.3\%) | .0\% | .0\% | .0\% | .0\% | . $0 \%$ | 16.7\% | .0\% | .0\% |
| Remuneration \% of Oper Exp (excl debt impairm and deprec), | 44.9\% | 43.2\% | 28.9\% | 47.8\% | 43.6\% | 43.4\% | 46.7\% | 35.4\% | 35.4\% |
| Contracted Services \% of Oper Exp (excl debt impairm and deprec) | 0\% | .0\% | .0\% | .4\% | 10.6\% | .9\% | . $0 \%$ | 9.0\% | 5.8\% |
| Debt Impairment \% of Billable Revenue | 29.0\% | .0\% | .0\% | 114.4\% | 117.4\% | 4.9\% | 18.4\% | 5.3\% | 27.1\% |
| \% Electricity Distribution Losses | .0\% | .0\% | .0\% | .0\% | .0\% | 10.7\% | .0\% | .0\% | .0\% |
| \% Water Distribution Losses | .0\% | .0\% | .0\% | .0\% | .0\% | . $0 \%$ | .0\% | .0\% | .0\% |
| Employee costs/Total Revenue | 44.9\% | 39.7\% | 37.2\% | 40.8\% | 41.4\% | 41.7\% | 38.2\% | 33.1\% | 25.1\% |
| INFRASTRUCTURE DEVELOPMENT \& ASSET MANAGEMENT Capital Funding |  |  |  |  |  |  |  |  |  |
| Total Capital Budget | 278736 | 114777 | 79332 | 59147 | 49341 | 266002 | 1221593 | 154046 | 130517 |
| Internally Funded and Other | 4768 |  | 25551 |  |  | 14663 | 146799 | 29385 | 61256 |
| Grant Funding and Other | 261663 | 114777 | 53781 | 59147 | 49341 | 251339 | 1074794 | 124661 | 69261 |
| Internally Generated Funds \% of Non Grant Funding | 27.9\% |  | 100.0\% | .0\% | .0\% | 100.0\% | 100.0\% | 100.0\% | 100.0\% |
| Borrowing \% of Non Grant Funding | 72.1\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% |
| Grant Funding \% of Total Funding | 93.9\% | 100.0\% | 67.8\% | 100.0\% | 100.0\% | 94.5\% | 88.0\% | 80.9\% | 53.1\% |
| Borrowing |  |  |  |  |  |  |  |  |  |
| Total Borrowing Liability | 48739 | 6826 | 9266 | 4221 |  | 47313 | 90 |  |  |
| Borrowing for the Financial Year | 12305 |  |  |  |  |  |  |  |  |
| Cost of Borrowing for the Financial Yeal | 8650 | 6826 | 101 | 117 |  | 24974 |  |  | 50 |
| Total Cost of Debt as a \% of Total Borrowing Liability | 17.7\% | 100.0\% | 1.1\% | 2.8\% | .0\% | 52.8\% | .0\% | .0\% | .0\% |
| Financing Cost \% of Asset Base | 5\% | 1.6\% | .0\% | .0\% | .0\% | 1.2\% | .0\% | .0\% | .0\% |
| Capital Charges \% of Operating Expenditure | 1.7\% | 2.7\% | . $0 \%$ | .0\% | .0\% | 2.2\% | .0\% | .0\% | .0\% |
| Borrowing \% of Total Assets | 2.9\% | 1.6\% | 2.2\% | 1.2\% | .0\% | 2.3\% | .0\% | .0\% | .0\% |
| Capital Charges to Own Revenue | 9.8\% | 9.6\% | .3\% | .2\% | .0\% | 3.9\% | .0\% | .0\% | .1\% |
| Borrowed Funding of own Capital Expenditure | 72.1\% | . $0 \%$ | . $0 \%$ | .0\% | .0\% | .0\% | .0\% | .0\% | .0\% |
| Gearing | 3.1\% | .6\% | 2.3\% | .9\% | .0\% | 2.2\% | .0\% | .0\% | .0\% |
| Current Ratio |  | 3.0 | . 4 | 4.4 | 2.8 | . 9 | 2.5 | 1.9 | 1.7 |
| Liquidity Ratio |  | 1.8 | . 2 | 3.8 | 1.9 | . 2 | 1.9 | . 9 | 1.3 |
| Finance charges and Depreciation/Total Revenue | 12.5\% | .0\% | 3.3\% | 11.8\% | 7.0\% | 28.2\% | 14.1\% | 4.9\% | 21.7\% |
| Debt coverage | 9.0 | 6.6 | . 0 | 10.6 | 10.4 | 15.0 | 11.6 | 10.9 | 11.7 |
| Capital Programme |  |  |  |  |  |  |  |  |  |
| Capital Appropriations |  |  |  |  |  |  |  |  |  |
| Trading Services | 270267 | 75459 |  | 249 | 2263 | 108000 | 1122874 | 119561 | 3127 |
| Total Appropriation - Electricity Infrastructure |  |  |  |  |  | 106000 |  | 119561 |  |
| Total Appropriation - Water Infrastructure | 237473 |  |  |  |  |  | 1122874 |  |  |
| Total Appropriation - Waste Water Managemen | 32794 |  |  |  |  |  |  |  |  |
| Total Appropriation - Waste Managemen |  | 75459 |  | 249 | 2263 | 2000 |  |  | 3127 |
| Economic and Environmental |  | 21500 | 73781 | 58148 | 44953 | 88676 | 21608 | 2905 | 117923 |
| Total Appropriation - Planning and Developmen |  | 21500 |  |  | 4125 |  | 8835 | 2905 | 1050 |
| Total Appropriation - Road Transport |  |  | 73781 | 58148 | 40828 | 88676 | 12773 |  | 116873 |
| Total Appropriation - Environmental Protectior |  |  |  |  |  |  |  |  |  |
| Governance and Administration | 5468 | 6120 | 1001 | 750 | 2008 | 3142 | 56491 | 1580 | 7133 |
| Community and Public Safety | 3001 | 11698 | 4550 |  | 117 | 66184 | 20620 | 30001 | 2334 |
| Other |  |  |  |  |  |  |  |  |  |



|  | EC443 <br> Mbizana <br> (M) | $\begin{aligned} & \text { EC444 } \\ & \text { Ntabankulu } \\ & \text { (L) } \end{aligned}$ | DC44 <br> Alfred <br> Nzo (M) |
| :---: | :---: | :---: | :---: |
| R thousands |  |  |  |
| Total Operating Revenue | 242833 | 132666 | 1570040 |
| Total Operating Expenditure | 275600 | 121864 | 678643 |
| Operating Performance Surplus I (Deficit) | (32 767) | 10802 | 891397 |
| Cash and Cash Equivalents at the Year End | 58718 | 224029 | 767 |
| Net Increase I (Decrease) in Cash held for the Year | 3400 | 224029 | 42767 |
| Cash Backing / Surplus (Deficit) Reconciliation | 59317 | 21907 | (10917) |
| Cash Coverage Ratio | 3.9 | 32.0 | 1.2 |
| STATEMENT OF OPERATING PERFORMANCE |  |  |  |
| Revenue |  |  |  |
| \% Increase in Total Operating Revenue | (3.8\%) | 12.7\% | 154.3\% |
| \% Increase in Property Rates Revenue | (9.7\%) | 128.5\% | \%\% |
| \% Increase in Electricity Revenue | (3.7\%) | .0\% | 0\% |
| \% Increase in Water Revenue | .0\% | .0\% | (7.1\%) |
| \% Increase in Property Rates \& Service Charges | (6.3\%) | 122.3\% | (16.5\%) |
| \% Increase in Operating Grant Revenue | (3.0\%) | (5.8\%) | 29.7\% |
| \% Increase in Capital Grant Revenue | (.9\%) | (7.1\%) | (4.6\%) |
| Collection Rate Including Other Revenue | 103.4\% | 99.5\% | 3.0\% |
| Annual Debtors Collection Rate (Payment Level \%) | 91.7\% | 66.2\% | 77.4\% |
| Current Debtors Collection Rate | 91.7\% | 66.2\% | 77.4\% |
| Outstanding Debtors to Revenue | 5.0\% | 15.2\% | .0\% |
| O/S Service Debtors to Revenue | 24.8\% | 250.1\% | .0\% |
| Expenditure |  |  |  |
| \% Increase in Total Operating Expenditure | (20.0\%) | 11.4\% | 37.1\% |
| \% Increase in Employee Costs | 10.1\% | 8.3\% | 9.4\% |
| \% Overtime measured against Employee Related Costs | .9\% | .0\% | 1.3\% |
| \% Increase in Electricity Bulk Purchases | 25.3\% | .0\% | .0\% |
| \% Increase in Water Bulk Purchases | .0\% | 0\% | (100.0\%) |
| Remuneration \% of Oper Exp (excl debt impairm and deprec, | 37.5\% | 43.5\% | 34.3\% |
| Contracted Services \% of Oper Exp (excl debt impairm and deprec) | .0\% | .0\% | 1.4\% |
| Debt Impairment \% of Billable Revenue | 3.9\% | 25.5\% | 0\% |
| \% Electricity Distribution Losses | .0\% | .0\% | \% |
| \% Water Distribution Losses | .0\% | .0\% | .0\% |
| Employee cost//Total Revenue | 36.2\% | 37.4\% | 13.6\% |
| INFRASTRUCTURE DEVELOPMENT \& ASSET MANAGEMENT Capital Funding |  |  |  |
| Total Capital Budget | 52383 | 108142 | 1496783 |
| Internally Funded and Other | 8532 | 1380 |  |
| Grant Funding and Other | 43851 | 106762 | 1496783 |
| Internally Generated Funds \% of Non Grant Funding | 100.0\% | 100.0\% | .0\% |
| Borrowing \% of Non Grant Funding | .0\% | . $0 \%$ | .0\% |
| Grant Funding \% of Total Funding | 83.7\% | 98.7\% | 100.0\% |
| Borrowing |  |  |  |
| Total Borrowing Liability |  |  | 1000000 |
| Borrowing for the Financial Year |  |  |  |
| Cost of Borrowing for the Financial Yeal | 26500 | 10 | 65602 |
| Total Cost of Debt as a \% of Total Borrowing Liabilit, | .0\% | .0\% | 6.6\% |
| Financing Cost \% of Asset Base | 4.9\% | .0\% | 2.4\% |
| Capital Charges \% of Operating Expenditure | 9.6\% | .0\% | 9.7\% |
| Borrowing \% of Total Assets | .0\% | .0\% | 37.0\% |
| Capital Charges to Own Revenue | 43.6\% | .0\% | 6.3\% |
| Borrowed Funding of own Capital Expenditure | .0\% | .0\% | .0\% |
| Gearing | .0\% | .0\% | 58.3\% |
| Current Ratio |  | . 0 | . 3 |
| Liquidity Ratio |  | . 0 | . 2 |
| Finance charges and Depreciation/Total Revenus | 16.8\% | 4.3\% | 5.6\% |
| Debt coverage | 1.9 | 14.4 | 25.8 |
| Capital Programme |  |  |  |
| Capital Appropriations |  |  |  |
| Trading Services | 2100 |  | 1371383 |
| Total Appropriation - Electricity Infrastructure | 1500 |  |  |
| Total Appropriation - Water Infrastructure |  |  | 1371383 |
| Total Appropriation - Waste Water Managemen |  |  |  |
| Total Appropriation - Waste Managemen | 600 |  |  |
| Economic and Environmental | 44643 |  | 75000 |
| Total Appropriation - Planning and Developmen | 792 |  | 75000 |
| Total Appropriation - Road Transporl | 43851 |  |  |
| Total Appropriation - Environmental Protectior |  |  |  |
| Governance and Administration | 4632 | 107212 | 28700 |
| Community and Public Safety | 1008 | 930 | 21700 |
|  |  |  |  |

## Summarised Outcome: Municipal Budget and E



