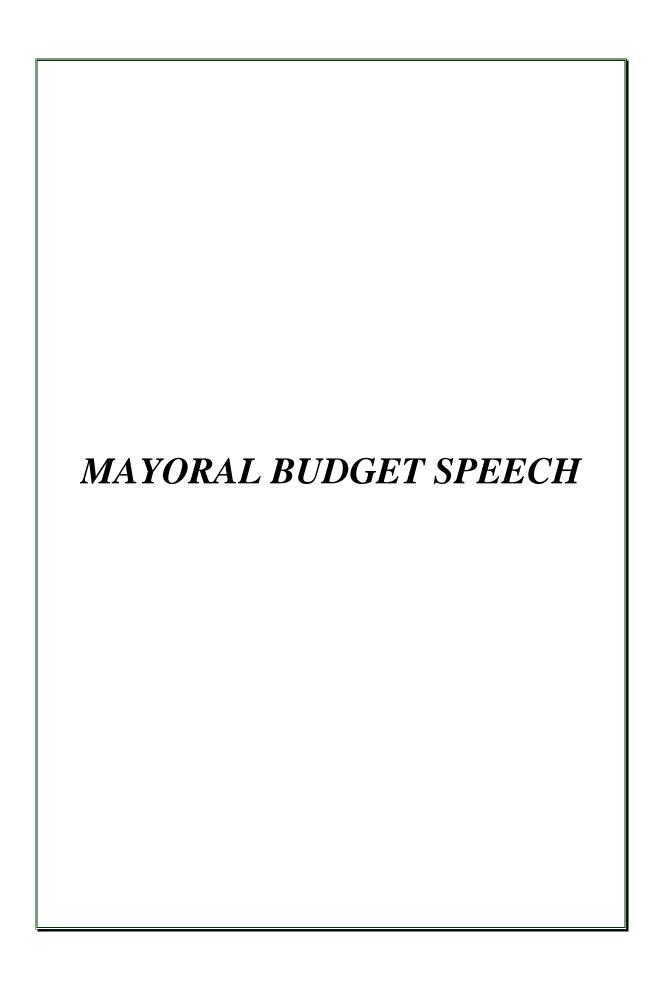
FRANCES BAARD DISTRICT MUNICIPALITY



ANNUAL BUDGET 2021 / 2022

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BUDGET SPEECH 2021 - 2022 FRANCES BAARD DISTRICT MUNICIPALITY

Honourable Speaker,
Honourable Mayors and Speakers of our Local Municipalities,
Honourable Councillors,
Municipal Managers,
Partners in Local Government,
Members of the media,
Distinguished Guests,
Ladies and gentlemen,

Madam Speaker,

It is with a feeling of disbelief that I stand here today to bring you this budget speech. Astoundingly, Madam Speaker, we have reached the fifth year of the term of office of the current council and I think many of you will agree with me when I say that it has not been any easy road up to this point! It is therefore with a bit of nostalgia but also pride that I stand here today to deliver this final budget of the 5-year term of office of the current council.

As I speak to you today, we are confronted with a resurgence in the Covid-19 figures in our Province, but more specifically in our district. It is therefore of utmost importance to us to be extra vigilant in our day-to-day activities as we go about doing our jobs and taking care of our

families. We still experience people being careless by not wearing masks in public or socialising and not maintaining proper social distancing and general hygiene. That is extremely dangerous behaviour and I want to appeal to our communities to take care and to be mindful of the safety of their loved ones and others around them.

I want to also appeal to those who have access to internet to help their elders over the age of 60 to register for the vaccine. It is only when we can reach herd immunity (when most of our population in the country is immune to this infectious disease) through vaccination, that we can say we have overcome this deadly virus. Until then most of us will be under threat.

Madam Speaker, taking into consideration the this enormous threat that we as a country and indeed the world are living under currently (the Covid-19 pandemic) I think we can hold our heads high and say, up to now, we have persevered and I want to assure you that despite the many challenges, we as a municipality and a district, have taken up the challenge and we have tried our utmost best to ensure that service delivery continues unabated through the implementation of the projects identified by our goals and objectives in the IDP.

Madam Speaker, with your indulgence, it is at this point that I want to reflect on what has happened over the last 5 years of our term of office.

Disaster management

Over the last five years the district municipality spent approximately R1,94m towards the support of indigent households and destitute families where climate related incidents caused damages to property within the Phokwane, Magareng and Dikgatlong local municipalities. We also trained 117 veldfire fighting volunteers in the last five years.

We had challenges in the initial stages of planning the new fire station in Jan Kempdorp, however, a service provider was appointed to do the design and manage the project. The planning process is concluded, and the construction phase will start in the third quarter of the 2021/22 financial year.

Environmental health

The district municipality first signed a memorandum of understanding with Phokwane municipality to render MHS in their area of jurisdiction on behalf of the district municipality in the 2017/18 financial year and negotiated a service level agreement with Sol Plaatje municipality to render MHS in their area of jurisdiction on its behalf for a period of 3 years. Environmental health documents reviewed over this period includes the air quality management plan and the environmental management framework (EMF). We appointed two additional environmental health practitioners for the Phokwane municipal area in 2019/20 but despite this, the appointment of an adequate number of EHPs remains a challenge, as the National Environmental Health Norms and Standards prescribes a ratio of 1: 10 000.

Infrastructure services

Over the last five years we have allocated R38.7m to capital projects in our local municipalities and R66.8m to O&M (operation and maintenance). Through EPWP we have created approximately 501 job opportunities and allocated R4.6m towards this programme. For the 2021 financial year the target was for 14 full time equivalents (FTEs) and to date we have generated a total of 19.95 FTEs.

In 2018/19 we experienced financial constraints and that meant that we had to decrease our allocation to local municipalities. Instead, funding was allocated towards O&M, to assist local municipalities with their aging infrastructure assets. Also, in the 2018/19 financial year the rural roads asset management system project was implemented for a 3-year period. The total amount spent on this project since 2016/17 to date is R8.5m.

The RRAMS programme will continue in the 2021/22 financial year and the municipality will appoint a service provider to oversee the further development and implementation of the project for the next three years.

Spatial planning

The district municipality established the district municipal planning tribunal in December of 2016 to process land development and land use applications. Since its inception to date the planning tribunal has assessed 77 land development applications. The type of applications received were township establishments, rezoning and subdivision. In 2018/19 amendments had to be made and re-registration done for the 20 title deeds in Koopmansfontein prior to gazetting. The district municipality is facilitated the infill development in Windsorton (Kutlwano and Hebron Park), on behalf of Dikgatlong local municipality. The process included subdivision, consolidation, rezoning, cadastral survey, preparation of the subdivisional plans and submission to the Surveyor-General for approval.

Local Economic Development

Over the past five years we have trained 12 SMMEs in new venture creation on production systems and management, 15 emerging farmers have been trained on how to manage a farm and through the Machinery and Equipment Grant we supported 18 SMMEs in the district with the necessary machinery and equipment to improve efficiency and make them more competitive. We have also provided support to the Delportshoop Incubation Centre to improve local SMME uptake of AfriSam mine procurement opportunities. We furnished and supported the Phokwane Business Support Centre to bring developmental support closer to rural SMMEs and we renovated the BEE-Hive in Dikgatlong local municipality to bring developmental support closer to rural SMMEs.

Emerging projects that we are looking at is the establishment of the Gong-Gong natural, historical and cultural tourism destination; the revitalization of the Ganspan Waterfowl Nature Reserve and the establishment of an oil processing plant in Hartswater.

Scalability and growth of functional projects

- The district is hoping to bring in private sector enterprise development funding to scale up the machinery & equipment grant;
- Secure funding for the establishment of the Gong-Gong natural, historical and culture tourism destination;
- Secure funding for the revitalization of the Ganspan Waterfowl Nature Reserve; and
- Secure investor for the oil Processing plant in Hartswater.

Untapped economic potential in the district includes small scale mining (diamonds and sand mining), revitalization of the local resorts; agroprocessing; beneficiation and bio-fuels.

GIS

We conducted a comprehensive land investigation and audit in Phokwane, Magareng and Dikgatlong to establish land ownership and to determine whether properties disposed of have been properly transferred. We also assisted Magareng local municipality with the mapping of sites for the development of a shopping complex to be situated along the N12 and assisted with the verification of the sites earmarked for construction of sports facilities. In Dikgatlong municipality mapping was done for 4 sites which showed potential for the development of citrus farming. In Jan Kempdorp we assisted with the verification of Erf 767 to determine its location in the urban edge of the town and conducted a land use survey project for the Magareng local municipality. In the current financial year (2020/21) we completed a land use survey for Dikgatlong local municipality. We will also be completing a land audit and cadastral updates by the end of May 2021.

Information Technology

We reviewed and implemented our ICT master plan and policies, which resulted in reduced ICT related audit findings. In terms of our IT environment, we are experiencing challenges with a lack of adequate ICT service providers in the Northern Cape that can cause delays in

implementation of projects as well as a lack of adequate ICT support personnel at local municipalities. With rural areas in the district having inferior or sometimes no internet connection it remains a big challenge for us as we steadily move into the fourth industrial revolution and a more hi-tech way of working.

Financial management

Throughout the 5-year period the district municipality have been exceeding the 35% norm for employee cost due to its outward looking approach by attracting and appointing highly skilled / dedicated personnel to support the local municipalities in the district area to address the challenge of scares skills / expertise such as engineers, IDP professionals, internal auditors, human resources practitioners, finance related personnel, etc. However, general maintenance costs remained inline with the National Treasury Guideline norm of 3% on average throughout the last five years. We effectively applied the cost containment measures to reduce operational expenditure when it was first introduced. We maintained a healthy audit record by obtaining an unqualified audit opinion from the Auditor-General for the past 5 years. We regressed in some instances over the 5-year period by having matters of emphasis, but those were mostly immaterial.

Housing

Emphasis shifted in the 2016/17 financial year from the delivery of housing units to the support of municipalities to enable them to deliver houses. Part of this support included the compilation of the Human Settlements Sector Plans and the Chapters for the IDP for the three local municipalities, i.e., Phokwane, Magareng and Dikgatlong. The annual review of their Human Settlements Sector Plans and the Chapters for the IDP's for the three local municipalities as well as the district municipality is a continuous process. In this year the municipality also won the award for the best level 2 accredited municipality in the Northern Cape Province and the country for the second time. The district municipality will continue to assist the three local municipalities, namely Dikgatlong, Magareng and Phokwane. We persevere in our commitment to support the development of Human Settlements in our district by providing technical and administrative assistance to the local municipalities, without any cost to these municipalities. This is done primarily through our building inspectors and housing administrators.

The district has also embarked on a process to further enhance service delivery and revenue collection by assisting municipalities with the evaluation and approval of building plans. The sustained expansion of the National Housing Needs Register with the housing need in the district continues unabated.

Madam Speaker, because we are still living and working under the threat of the Coronavirus, and yet still must engage with stakeholders to ensure that everyone has a say in the drafting of the final budget, we had to again rely on technology to make sure we get people on board and that we still give them an opportunity to participate in the process.

Statistical information indicates that the GDP growth rate for South Africa is forecasted to increase by 3 per cent in 2021 and our unemployment rate has jumped to 28.48% in 2020. This is an indication of the impact that the Covid-19 pandemic had on the economy of our country. In his budget speech in February 2021 Minister Tito Mboweni said that the global economic growth is expected to rebound to 5.5 per cent in 2021 before moderating slightly to 4.2 per cent in 2022, spurred on by the expected rollout of Covid-19 vaccines and other additional policy initiatives. The Minister of Finance also indicated that the National Treasury is working on the finalisation of the Public Procurement Bill, which they hope to table to the Cabinet before the end of the calendar year.

In line with the above, we have and are continuing to cut down on operating expenditures to enable the municipality to continue to invest in capital expenditures in the district. Areas that we focus on includes:

- > Advertisements:
- Bursaries and training;
- > Catering for commemorative days;
- > Entertainment;
- > Resettlement costs;

- > Travel and accommodation; and
- Outsource Services.

Madam Speaker, now more than ever, we as the district municipality must ensure that we double our efforts to provide the necessary technical, financial, and administrative support to ensure that we help to strengthen our local municipalities. This we are doing through the shared service approach that we have been employing over several years. The audit committee serves not only the district municipality but also two of our local municipalities. We give support to our local municipalities in the development and implementation of audit plans and assistance in financial management.

Through risk management we give guidance to the local municipalities to review internal and external risk factors. During 2017/2018 and 2018/2019 financial years, we trained the management of Magareng and Dikgatlong local municipalities, on fraud prevention and management. Also, in 2018/2019 the risk management unit trained the interns which were seconded by Magareng Local Municipality. The interns were absorbed into the permanent structures of the municipality during 2020/2021 financial year. Through our legal unit we render legal support to municipalities, as they require or ask for our assistance in legal matters. Through our communications unit we are currently (2020/21) developing communication strategies for Dikgatlong and Magareng local municipalities.

The National Development Plan (NDP) aims to eliminate poverty and reduce inequality by 2030. This can only be achieved if we work together as a collective by drawing on the skills of our different role players in the three spheres of government.

Madam Speaker, that is why we are excited and inspired by the introduction of the district development model at district level across the country. It is going to assist us greatly to strengthen joint and collaborative planning at local, district and metropolitan level by all three spheres of governance resulting in a single strategically focussed "One Plan".

Through local economic development we continue to focus on packaging of investment opportunities that focusses on promoting investment and business opportunities. We will continue with the development of an inclusive economy through the emerging farmer development and women empowerment programmes.

Madam Speaker, we remain to be a district municipality that is singularly focussed on supporting its local municipalities to ensure the best living conditions for our communities. I would now like to take you through a more detailed presentation of how we propose to invest the funds that have been entrusted to us for the 2021/22 financial year and the two outer years, concluding in 2023/24.

The major revenue streams that supported the programmes and activities of the district municipality remains to be government grants and subsidies, interest earned on external investments and actuarial gains.

The total budget for the 2021/22 financial year is R 174,2m. The operational budget is R 162,0m and the capital budget is R 12,1m.

Looking at the breakdown of the infrastructure budget, there was an increase of 22% to the 2021/22 budget as compared to the 2020/21 financial year on the allocations to the local municipalities, this is due to a capital allocation of R3,5m for each local municipality for this financial year. For O&M the allocation for 2021/22 is R1,5m.

Madam Speaker, grants and subsidies remain to be our biggest source of income and we are at R 137,078m for 2021/22, which is 95% of the total revenue. This dependency on grants and subsidies influences our expenditure.

The major grant funding that the district municipality is receiving from national government is as follows:

• Equitable Share: R 128,076m

• Finance Management Grant: R1m

• Rural Asset Management Grant: R2,576m

• EPWP: R1,077m

• MSIG: R4m

• Provincial Grant – NEAR Control: R 259,000

• Skills Grant: R90,000

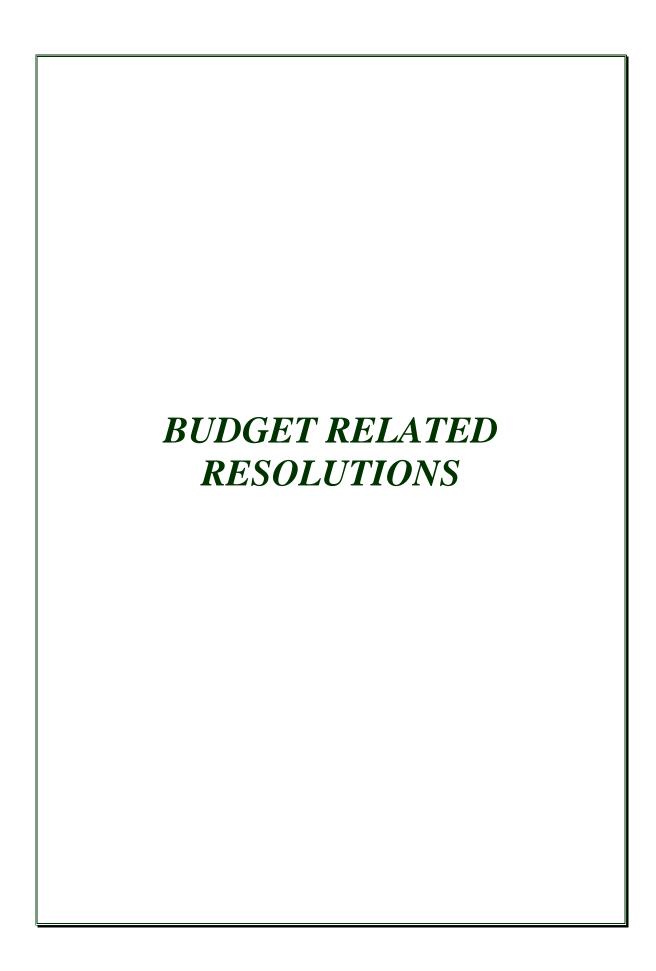
Madam Speaker, as in the past, through this budget we continue to focus most of our resources towards the support of our local municipalities, and we will continue to do so to ensure that we improve the lives and living conditions of the communities that we were elected to serve.

I wish to conclude with the following words of encouragement, and I quote, "It is during our darkest moments that we must focus to see the light." — Aristotle." - Close quote.

Madam Speaker we must continue to do our best for the communities that we serve; it is because of them that we are here.

Madam Speaker, lastly, I want to sincerely thank all our Councillors, the Municipal Manager, the Heads of Department, unit managers, officials, stakeholders, and members of the public who gave input to this process. I believe that this was a team effort and by sharing credit and thanking all involved, I know we will have more of your dedication and support in the implementation of the adopted budget.

I thank you



ITEM: COUN 01 05/2021

DEPARTMENT OF FINANCE: ANNUAL BUDGET FOR THE 2021/22

FINANCIAL YEAR

(6/1/1/1 - 2021/22) (OM) (COUNCIL: 26 MAY 2021)

The Assistant Director: Finance reports as follows:

The purpose of this report is to submit the annual budget for the 2021/22 financial year for approval by Council as prescribed in chapter 4 of the Municipal Finance Management Act (MFMA) and in terms of the guidelines issued by National Treasury circulars.

In compliance with section 24 of the MFMA which prescribes that the municipal council must at least 30 days before the start of the budget year consider approval of the annual budget, the final draft is submitted for approval by Council.

The Integrated Development Plan (IDP) engagements which provide basis for the budget were held on 01 December 2020. The IDP consultative process with councillors and other stakeholders was on 11 December 2020 in order to comply with section 21 (2) (a)&(b) of the MFMA.

The draft IDP and budget were advertised in the local newspaper on 09 April 2021 subsequent to approval by Council on 31 March 2021 and documents placed at local municipalities offices for public comments. Furthermore, the draft IDP and budget consultative workshops with councillors and other stakeholders were held virtually on 22 April and 05 May 2021 respectively due to Covid-19 lockdown regulations.

The country during the 2020 year was declared a national disaster due to Covid-19, which hit the economy of the country very hard. However, with the strict measures put in place on non-priority expenditures and implementation of the Cost Containment Policy adopted by Council, the municipality was able to include in the 2021/22 an amount of R20million from the savings of the previous financial years operational expenditures, to share equally among our four (4) local municipalities towards the capital expenditure and operation and maintenance of their infrastructure assets, thereby ensuring improved service delivery within the district.

National Treasury issued Municipal Budget and Reporting Regulations that applied to all the municipalities and municipal entities as from 01 July 2009. Schedule A of the regulations prescribe the table of contents of the municipal budget. The required table of content according to Schedule A is as follows:

- Mayoral Budget Speech: High-level summary of the budget that draws on executive summary and highlights key deliverables during the coming years;
- Budget Related Resolutions: Draft resolutions must be included with the budget documentation tabled to full council;
- Executive summary Must explain the financial and service delivery implications and projected financial position that the budget will have on the operations of the municipality;
- Budget: The budget includes the executive summary; budget schedules operating & capital to be approved by council; and
- Supporting Documentations: Budget process overview; alignment of budget with IDP; budget related policies overview and amendments; budget assumptions; funding of the budget; disclosure on allocations made by municipality; disclosure of salaries, allowances and benefits; monthly cash flows by source; measurable performance objectives and disclosure on implementation of MFMA as well as other legislation.

2021/22 financial year project rollovers that were not completed are as follows:

Municipality	Project	Amount rolled over
Magareng Local	SDF Review	R 30,000
Phokwane Local	Infill Development	R 33,875
France Baard District	Fire Station in Jan Kemp Dorp	R3,065,290
France Baard District	Communication System for the Fire Station	R 100,000
France Baard District	Replacement of intercom system	R 60,000
France Baard District	Procurement of back-up ICT system	R 700,000
Magareng Local	Activation of Magareng Tourism website domain	R 20,000
France Baard District	LED (NQF level 6) training	R 230,000
Dikgatlong Local	Restoration of Ganspan Waterfowl Naature Reserve	R 50,000

The operating and capital budget for the 2021/22 financial year is attached for consideration and approval by Council (bound separately).

The Municipal Manager, in consultation with the Assistant Director: Finance, recommends as follows:

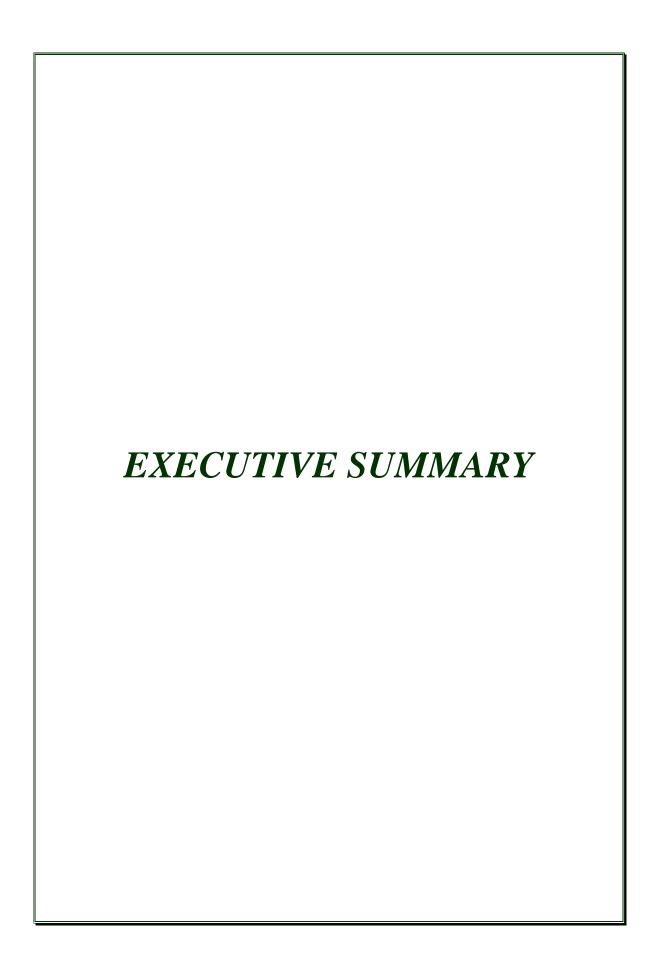
RECOMMENDATIONS:

- 1. Council resolved that the annual budget of the municipality for the financial year 2021/22 as per budget related resolutions of the budget document and indicative for the projected outer years 2022/23 and 2023/24 be approved as set out in the following schedules:
- 1.1 Budget Summary Table A1 (Pg. B 1);
- 1.2 Budgeted Financial Performance (Revenue and Expenditure by standard Functional Classification) Table A2 (Pg. B2-B3);
- 1.3 Budgeted Financial Performance (Revenue and Expenditure by municipal vote) Table A3 (Pg. B4-B5);
- 1.4 Budgeted Financial Performance (revenue and expenditure) Table A4 (Pg B6-B7);
- 1.5 Budgeted Capital Expenditure by vote, functional standard classification and funding Table A5 (Pg. B8);
- 1.6 Budgeted Financial Position Table A6 (Pg. B9);
- 1.7 Budgeted Cash Flows Table A7 (Pg. B10);
- 1.8 Cash backed reserves/accumulated surplus reconciliation Table A8 (Pg. B11);
- 1.9 Asset Management Table A9 (Pg. B12;
- 1.10 Basic service delivery measurement table A10 (Pg. B13).
 - 2. Council noted the approved amended Integrated Development Plan for the budget year 2021/22 as a separate item to Council;
 - 3. Council approved the measurable performance objectives for revenue, expenditure and capital from each source reflected in Tables SA4 to SA6 for the budget year 2021/22;
 - 4. Council noted that the SDBIP will be tabled to the Executive Mayor within the prescribed time frame as stipulated in the MFMA;
 - Council resolved to discontinue the grader services and allocate additional R1,1million to our local municipalities towards the operation & maintenance funding for the hiring of the grader.

Ms. ZM Bogatsu Municipal Manager

Date





ANNUAL BUDGET FOR THE FINANCIAL YEAR ENDING 30 JUNE 2022

INTRODUCTION

The budget for the 2021/22 financial year has been drawn up in terms of chapter 4 of the Municipal Finance Management Act no.56 of 2003 (MFMA) and the Municipal Systems Act no. 32 of 2000 (MSA) on matters specifically related to the budget as well as direction from National Treasury on policy guidelines (MFMA Circulars).

The annual budget in respect of the 2021/22 financial year is prepared according to the approved IDP / Budget Process Plan and consists of the following six processes:

- *Planning:* Schedule key dates, establish consultation forums, review previous processes. The Executive Mayor has during August 2020 month, tabled a time schedule outlining key deadlines for reviewing the IDP, preparation, tabling and approval of the budget.
- *Strategizing:* Review IDP; Set service delivery objectives (3 years); Consider local, provincial and national issues; Consider previous and current year performances; Consider economic and demographic trends; Review policies and consult on tariffs.
- *Preparing:* Prepare budget, revenue and expenditure projections; Draft and amend policies; Consider local, provincial and national priorities.
- *Tabling:* Table draft budget (90 days prior to new financial year), IDP & Budget related policies; Consult and consider formal responses from local, provincial and national.
- *Approving:* Council considers approval of the budget and related policies 30 days prior to new financial year.
- *Finalising:* Publish approved Service Delivery and Budget Implementation Plan (SDBIP) as well as Annual Performance agreements and key indicators.

1. OUTCOMES OF CONSULTATIVE PROCESS

After Council's approval of the draft annual budget on 31 March 2021, the following consultation processes and meetings in terms of section 23 of the MFMA were held or still to be held with identified stakeholders on the contents of the budget as well as on measurable performance indicators for the 2021/22 budget year:

- IDP / Budget Strategic Session;
- Workshop with Council;
- Advertisement on a local newspaper;
- Provincial engagement on the draft budget;
- National Treasury and other sector departments as prescribed by section 23 of the MFMA; and
- Submission of the final IDP and Budget to Council.

2. SITUATIONAL ANALYSIS

2.1 DISTRICT OVERVIEW

The Frances Baard District Municipality (FBDM) is a category C municipality and forms part of the five (5) district municipalities of the Northern Cape Province. FBDM shares its northern boundary with the North West Province and its eastern boundary with the Free State province as illustrated in the maps below.

Furthermore, FBDM comprises of four local municipalities; Dikgatlong, Magareng, Phokwane and Sol Plaatje local municipalities. The district municipality is located in Kimberley, which is less than 500 km away from Johannesburg in the North, less than 1000 km away from Cape Town in the South, and less than 800 km away from the port of Duran in the East.

The main economic sectors of the district are as follows:

- ➤ Community Services: 28%;
- ➤ Finance: 22%;
- > Trade: 15%;
- > Transport 12%;
- ➤ Mining 10%;
- > Agriculture: 4%;
- ➤ Manufacturing: 4%;
- > Construction 3%; and
- Electricity 2%.

The economic activities of the local municipalities will be discussed in detail further in the document.

2.2 **DEMOGRAPHIC COMPOSITION**

Currently, the Frances Baard District has a total population of 387 741 people, which represents 32.5% of the Northern Cape population. The chart in figure 3 clearly illustrates that Sol Plaatje consists of the largest population in the district of 66%, followed by Phokwane (16%); Dikgatlong (12%); and Magareng with the least population of 6%.

According to the 2016 community survey, the Frances Baard District growth rate has increased by 1.5% since 2011 (382083 – 387741) (see figure 4 above). A slight growth in Sol Plaatje and Dikgatlong areas respectively (248037 -25535) and (46839-48164). Followed by a decline in Phokwane and Magareng areas (63000 – 60168) and (24207- 24059). The changes in population growth rate may be due to various reasons such as migration, new births, death tolls, etc.

The district population is relatively young with 69% of the population aged 40 years and younger. Those between the ages of 41 and 65-years account for 23% and only 7% of the population is of retirement age, i.e. 66 years and older

Although the statistics illustrated in table 1 depict that a large percentage of the district's population comprises of young people, the education levels in the district do not tell a pleasant story. According to the community survey of 2016, the District comprises of large numbers of low levels of education. Table 2 exemplifies the state of education in the District.

It is alarming to note that only 5.04% of the population have Higher/National/Advanced certificates with Grade 12/Occupational certificate NQ or higher in the district, considering that education is one of the important factors to alleviate poverty.

2.3 ECONOMIC ANALYSIS

The Frances Baard District has the strongest economic potential in the Northern Cape, accounting for 36% of the provincial GDP. The graph in figure 5 stipulates that the economy of the district consists of the primary sector (14%) (agriculture and mining), secondary sector (9%) (Manufacturing, electricity and construction) and tertiary sector (77%) (Trade, transport, financial and social services). The economic growth of the District has also not been a steady one. Figure 6 provides a clear description of the fluctuation of the economic growth.

In 2006 the GDP was 3.4% which saw a steady decline in 2009 to -4% due to the global recession. The slow growth from 2010 to 2012 was due to the global recession recovery and slow production in the primary and secondary sectors. Economic growth decreased from 2013 where it was 1.4% and in 2014 and 2015 to 0.4% and 0.3% respectively (see figure 6). This is due to a decline in domestic growth which severely affects the buying power of consumers in Frances Baard District which is a predominantly the services sector.

2.4 BASIC SERVICE DELIVERY

The District Municipality (DM) through the Programme Management and Advisory Services Unit and the Housing Unit continues to support the local municipalities, i.e. Sol Plaatje, Dikgatlong, Magareng and Phokwane in infrastructure services and developing human settlements and working towards accelerating the delivery of sustainable human settlements within the district. The DM does not have any functions in direct service delivery but provides support and capacity through the above-mentioned units.

Water and Sanitation

The DM assists the local municipalities with operation and maintenance funding for water and sanitation to eradicate backlogs. Access to water is a constitutional right to everyone as stipulated by Section 27 (b) of the Constitution of South Africa 1996. Municipalities are mandated by amongst others the Municipal Structure Act 1998, the Municipal Structures Amendment Act 2000 and the Water Services Act 1999, to provide potable water to households within their areas of jurisdiction.

According to the Census 2011 survey by Statistics SA, it is estimated that about 5 493 households in the district have no access to water and about 16 317 households lack access to proper sanitation. (Census survey is conducted every 10 years and we suggest that the information should be updated next year after the 2021 survey).

Electricity and Energy

The availability of energy remains a serious resource challenge. In the last ten years the communities' access to electricity has significantly improved. Census 2011 survey indicates that over 85% of the households in the district have access to electricity for lighting. This leaves a gap of 14 743 households.

Roads and Storm Water

The Rural Road Asset Management System (RRAMS) in the district will become fully operational in 2021. FBDM is currently part of this programme initiated by the national Department of Roads. The aim of this system is to provide information about the roads assets in local municipalities as well as conditional assessments. This will become an important tool to lobby for funding of future roads' projects.

Through the RRAMS programme the ownership, extent and condition of the roads in the district has already been established that there are about 616 km of unpaved roads and about 822 km of paved roads as part of the municipalities' street networks.

The Frances Baard District Municipality as part of service delivery makes available the services of a grader to local municipalities. The grader with its operator and spotter is managed, maintained, and funded by the DM. FBDM's grader operating team assist with maintenance of gravel streets in the local municipalities.

2.5 HOUSING

The Housing Unit continues to support the three local municipalities, i.e. Dikgatlong, Magareng and Phokwane in developing human settlements and work towards accelerating the delivery of sustainable human settlements within the district.

Service Level Agreements

The district continues to assist the three local municipalities with the administration of the subsidy process, the subsidy applications in terms of the Housing Subsidy System and the application forms in terms of the National Housing Needs Register. This is done in line with the Service Level Agreements (SLA's) with Dikgatlong, Magareng and Phokwane local municipalities. The SLA's put the onus on the district municipality as a municipality accredited at level 2 to facilitate the development of sustainable human settlements within the local municipalities.

Local Municipalities

The district and local municipalities continue to work collectively to ensure that the human settlements projects are completed within the specified timeframes. Support to the three local municipalities in the development of sustainable human settlements will continue by the Frances Baard District Municipality.

Overall Challenges:

- The cost to eradicate backlogs is high and increasing annually;
- Municipalities in the district depend mainly on grant funding for infrastructure provision;
- > The number of capacitated and skilled personnel in municipalities must be increased;
- ➤ FBDM also provides assistance with O&M funding, management of the O&M of electricity services in some municipalities still needs to improve;
- ➤ Some municipalities struggle to pay their ESKOM accounts which leads to disconnections and disruption of services;
- The lack of bulk electricity networks in the rural areas makes it difficult for new electrical connections to households;
- Except for Phokwane LM, there are no road master plans for different municipalities. Municipalities do not have sufficient funds for maintenance of street and storm water;
- ➤ Municipalities do not have sufficient resources for road maintenance and spends large amounts on hiring road works machinery;
- > The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons:-
 - Insufficient funds allocated for road maintenance by the provincial departments;
 - Continuous breakdowns of road works machinery; and
 - Increased traffic volume has a negative influence on gravel roads.

2.6 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development (LED) is an outcome; it is a continuous developmental process based on local initiative and driven by local stakeholders. It involves identifying and using local resources ideas and skills to stimulate economic growth and development.

The aim of LED is to create an enabling environment that stimulates and fosters employment creation, entrepreneurial opportunities for residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents.

The purpose of Local Economic Development is to build up the capacity of a local area to improve its economic future and the quality of life for all. It is a process by which government, the private sector, labour and civil society work collectively to create better conditions for economic growth and employment generation.

Local economic development encourages public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities (e.g. to promote quality jobs, reduce poverty, generate municipal taxes etc). For LED to be successful, participants and practitioners should have knowledge of these actions and be committed to a process to achieve sustainable results.

The district economy is still primary based and skewed towards the Sol Plaatje municipality economy. Sol Plaatje alone is responsible for just under 80% of the value addition in the district while the secondary sector contributes only around 7%. There are LED Priority issues planned to grow and develop the district economy. Some of these initiatives are:

- > Establishment of economic clusters;
- Establishment of incubation hubs in all local municipalities;
- Establishment of an Agri-park inclusive of the Farmer Production Support Units (FPSU) and the Rural Urban Market Centre (Sol Plaatje fresh produce market);
- ➤ Establishment of Business Support centres (SMMEs support one stop centres) in Magareng and Dikgatlong local municipalities (Phokwane one is completed);
- > Support and development of SMMEs;
- ➤ Local Trade and investment promotion;
- Product development and marketing of locally produced products;
- > Entrepreneurship promotion and development;
- > Promotion and support of township economies; and
- Informal economy support program

Overall Challenges:

• Diversification of the District economy

The Secondary sector (Manufacturing, Electricity, gas, water and Construction) creates low number of jobs in the district and the sector's job absorption is erratic having employed 14 339 in 1996, 7 769 in 2011 to 9 445 in 2015. This was job losses of 6 570 jobs over the period 1996 to 2011 and an increase of

1 677 between 2011 and 2015. This emphasises the fact that manufacturing and construction industries are quite small in the district and are not attracting investments.

Fixed capital investment in manufacturing and mining has stagnated, indicating that Frances Baard and its surrounds is not considered a major manufacturing area that attracts long term fixed capital investment.

This picture needs to drastically change if the district is to create the needed jobs and have a diversified economy. Diversifying the economy aims to maximize return by investing in different areas that would each react differently to the same economic shock(s).

Low Skills Levels

The lack of appropriately skilled people is one of South Africa's principal drivers of the high unemployment rate. There has been clear evidence of a shift in the profile of the main economic sectors of the country over the past 2 decades, characterised by a decline in the share of primary and secondary sectors (which are labour intensive and can absorb unskilled labour) and an increase in the Tertiary sector (which requires skilled labour). This shift is also true for the FBDM, as seen in the production profile of the District. Given that the largest employers in the FBDM come from the tertiary sector, almost half of the people employed in the District are skilled (41.8%); there is however a large portion that is Semi- and Unskilled (36.1%).

A breakdown of the local municipal level shows that just less than 50% of Sol Plaatje's workforce is skilled and interestingly, this LM has the highest portion of highly skilled labour in the district, at 24.9%. The percentage of semi-and unskilled labour is highest within the Dikgatlong, Magareng and Phokwane LMs, at 57.2%, 41.7% and 54.7% respectively.

Skills development is very critical if we are to grow at levels we desire and can absorb labour from the district. Skills levels are also a critical determinant of which industries we can realistically target and be competitive in. Because of this, skills development is identified in the LED strategy as one the most important areas that the District must improve.

Low Economies of scale

Frances Baard has small household sizes with 21% of household living one person, 19% 2 people, 16% three people, 17% four people and household with five plus sizes making up only 27% of households. The district population density is 30.62 people per Km² which is quite low and thus necessitates that the production and output of the district needs to be more focused for export purposes, this can be both within SA and or abroad.

Poor infrastructure for businesses

Infrastructure is critical for the development and growth of any business. Access to infrastructure generally enables and gives a location competitive or comparative advantage over other areas, especially if the infrastructure can reduce the costs of doing business. In creating an enabling environment for businesses, it thus becomes critical for local government to ensure that there is sufficient business infrastructure to support businesses. This can be termed economic infrastructure and ranges from access to affordable and conducive office and workshop space, roads, dams etc.

Poor coordination and support for LED

All the LMs are currently implementing LED strategies that they adopted. All LMS and the FBDM have functional but not effective LED forums structures. The participation of private sector is lacking and this renders the LED forums ineffective. There is a lot of working in silos as it relates to sector development and support, as a result the rand value or investment into the different sectors by Government and development agencies is diluted.

2.7 TOURISM

Tourism is one of the world's largest growing industries and one of its fastest growing economic sectors. The tourism industry contributes largely towards regional development as it aids in diversifying economies and promotes the development of new economic activities. Tourism has significant impacts that are generated when tourism spending flows into the non-tourism sectors of the local economy, it has the ability to stimulate demand and production in other sectors of the economy and generate significant multiplier effects.

Tourism is not only regarded as an important economic activity but is also recognised as an essential tool to promote mutual understanding and tolerance through the interactions between tourists and host communities which enable participants to learn about each other's culture. Domestic tourism has the potential to foster social cohesion, as citizens travel to explore their own country and interact with their fellow citizens in the process. Furthermore, tourism has the potential to foster regional interaction. (National Tourism Sector Strategy, 2017).

A functional and vibrant tourism sector can facilitate socio-economic growth through job creation, investment attraction, social development and small enterprise development.

The Frances Baard District Municipality (FBDM) has identified tourism as a sector with great potential for economic growth in the region. The district offers exceptional natural, cultural and historical attributes which offers potential for the development of tourism. Unfortunately, these tourism assets have not been optimally utilised to generate a significant impact on economic growth and development in the region.

The District has identified the following priority projects for tourism development:

- > Develop and improve potential and current historical and heritage products;
- ➤ Water / river based multi-use visitor facilities/ soft adventure experiences;
- > Avi-tourism; and
- > Development and promotion of tourism routes in the district.

Overall challenges:

Lack of functional tourist information centres

Tourist information centres provide comprehensive tourist information about the destination, tourism attractions, accommodation, activities and services within the locality. It is essential that tourists have easy access to information on tourism products within the District; in this case tourist should be able to find information from readily available sources such as tourism offices, information boards, maps, and

brochures. Currently there are fully functional tourism information centres in two of the local municipalities in the District.

As the internet has become an important source of information for travellers providing them with the opportunity to obtain information both directly from destinations and tourism businesses, the FBDM has developed a tourism website to assist with the provision of information on smaller towns in the district.

Lack of brand awareness

The marketing of the FBDM tourism brand is the essential component of the success of the industry. Brand Awareness and marketing can grow the visitor numbers, increase their length of stay, increase spending, for the benefit of the destination and local communities. The FBDM Tourism brand and its associated products are being marketed through tourism and trade exhibitions, travel guide, tourism website, local events, advertorials in renowned tourism publications and the distribution of branded promotional material at various platforms.

Community Involvement

Tourism must involve the local communities and other stakeholders; through ownership and participation of tourism businesses for the economic benefits and job creation. In an effort to meaningfully increase local benefits, particularly within host communities living in areas where tourism potential exists, effective business and enterprise development is required.

FBDM conducts annual community awareness campaigns to provide information on the benefits of the sector and avenues, incentive grants and financial support which are available to new tourism entrepreneurs entering the market.

Local Tourism associations

Tourism development, marketing and management within the local municipalities currently take place in a largely uncoordinated manner. There are several tourism stakeholders operating within the district, (at local municipalities) including private sector stakeholders and the provincial tourism authority.

Currently, there is little interaction between these stakeholders resulting in duplication of efforts as well as missed opportunities to grow the sector. The establishment of associations and forums at local municipalities and at district and provincial level aims to address these challenges and raise awareness of the benefits of the sector.

• Packaged Tourism experiences (Route development)

Route development represents a significant opportunity for the region. Routes play a strategic role in linking different regions and products and can facilitate movement of tourists through a region. The Frances Baard District benefits from the N12 Treasure Route which stretches from the Western Cape to Mpumalanga and runs through Kimberley and Warrenton, however there is still a need for further routes to be established in the region to address the shortage of packaged products and experiences.

Sustainable tourism

Sustainable Tourism are an effort to reach a common understanding and represent the minimum sustainability principle that a tourism company should aspire to, we must encourage tourism activities that are respectful of natural, cultural and social environment and that align with the values of the community and permit a positive exchange of experiences between residents and visitors.

2.8 ENVIRONMENTAL HEALTH MANAGEMENT

Municipal Health Services focus on the monitoring of environmental conditions that may have a detrimental impact on human health.

The following legislation is applicable for the rending of Municipal Health Services:

- > The Constitution of the Republic of South Africa 1996;
- The Municipal Systems Act, 2000 (Act 32 of 2000);
- The Municipal Structures Act, 1998 (Act117 of 1998);
- ➤ The Municipal Finance Management Act, 2000 (Act 56 of 2000);
- ➤ The National Health Act, 2003 (Act63 2003) and promulgated Regulations;
- ➤ Health Professions Act, 1974 (Act56 of 1974): Regulation 123 of 8 Feb 2008 Regulations defining the scope of the profession of Environmental Health: Amendment;
- Tobacco Products Control Act, 1993 (Act83 of 1993);
- ➤ The Foodstuffs, Cosmetics and Disinfectants Act and Regulations, 1972 (Act 54 of 1972) and promulgated Regulations;
- > The National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977);
- ➤ Hazardous Substances Act, 15 of 1973;
- Frances Baard District Municipality Municipal Health By-Laws;
- National Environmental Management Act, 1998 (Act107 of 1998);
- ➤ Disaster Management Act, 2002 (Act57 of 2002);
- ➤ The Meat Safety Act, 2000 (Act40 of 2000);
- Fertilizers, Farm Feeds, Agricultural and Stock Remedies Act, 1947 (Act 36 of 1947);
- ➤ Water Services Act, 1997(Act 108 of 1997): SANS 241;
- ➤ National Water Act,1998(Act 36 of 1998);
- ➤ Children's Act and Regulations Act, 2005 (Act 36 of 2005);
- ➤ National Environmental Health Norms and Standards for premises and Acceptable Monitoring Standards for Environmental Health Practitioners, Notice 1229 of 2015;
- National Environmental Health Policy, 2013; and
- National Environmental Health Strategy, 2016
- Alignment with provincial and National Objectives/Goals

Section 24 of the Constitution of the Republic of South Africa, 1996 (No 108 of 1996) guarantees every citizen the right to an environment that is not harmful to their health and well-being. According to the Constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act

No.117 of 1998 and the National Health Act, No. 61 of 2003 it is the statutory responsibility of the District Municipality to render Municipal Health Services, which include:

- ➤ Water Quality Monitoring;
- ➤ Food Control;
- ➤ Waste Management;
- ➤ Health Surveillance of premises;
- > Surveillance and prevention of communicable diseases;
- Vector Control:
- > Environmental Pollution Control;
- > Disposal of the dead; and
- > Chemical Safety

The objectives include the promotion of healthy communities by assisting to reduce child mortality, increase life expectancy and improve hygienic conditions in the district through identification, evaluation and control of environmental conditions that can have a detrimental effect on the health and well-being of communities and the provision of health and hygiene education and awareness activities to promote a healthy lifestyle in communities.

Projects and Programs

Food safety

The objective of this program is to promote the safe handling, preparation, storage and selling of foodstuffs by all food handlers (formal and informal). The Five keys to Safer Food – program is also implemented at food-handling/preparation premises (school-kitchens, Early Childhood Development Centres, vendors at taxi ranks caterers) to prevent the outbreak of food-borne diseases. Joint operations together with the South African Police Services are conducted where expired food products are confiscated from food premises. New by-laws will be developed in the new financial year to strengthen law-enforcement and to ensure that shop-owners comply with requirements.

Water quality monitoring

Drinking water samples are collected on a monthly basis from communities, schools and clinics in Dikgatlong, Magareng and Phokwane local municipalities. Failures still do occur due to poor management of water purification plants/systems or during repairs of leakages. Water results are forwarded monthly to Water Services Authorities (local municipalities) and relevant departments/stakeholders and resampling are done in case of failures.

The Department of Sanitation installed water tanks in the communities during the Covid-19 pandemic for the provision of sufficient potable water for consumption and sanitation to curb the spread of the disease. Regular water quality monitoring was also done to ensure that the water in the tanks were complying with the standards.

• Air quality management

The municipality is the Atmospheric Emissions Licensing Authority and is responsible for the issuing of atmospheric emissions licenses in the district. It also has an Air Quality Management Plan in place which focuses on the improvement of air quality in the district by identifying and reducing the negative impact of air pollution on people's health and well-being and on the environment. Awareness campaigns are conducted in communities and schools to inform the community and learners on air pollution and how to mitigate the effects on human health.

Waste management

Littering and the illegal dumping of waste on open space remains a challenge in the district. In order to address the situation, the Environmental Health Unit in conjunction with NGOs and volunteers from the communities embarked on waste clean-up campaigns whereby "hot-spot" areas are cleaned. Communities are also encouraged through awareness and education programmes to take care of their environments.

Health Care Risk waste in the district is handled by an accredited service provider who is also contracted by the Department of Health to collect and transport the waste from clinics and hospitals. They only accept waste in approved containers and transport the waste to an incinerator Gauteng.

Poor management of landfill sites remains another challenge. Some of the challenges include the absence of entrance control, burning of waste and lack of covering of waste. Many of the local municipalities do not have the necessary equipment to operate/maintain these sites.

Climate Change

The Frances Baard district's biological diversity and natural resources are under threat from climate change, pollution, overexploitation of natural resources, invasion by alien species and escalating development. It is therefore imperative for FBDM to address these threats and their impacts through implementation of the Frances Baard Climate Change Vulnerability Assessment and Climate Change Response Plan which was developed with the assistance of the Deutsche Gesellschaft fur Internationale (GIZ) organization.

• Covid-19 pandemic

The year has been characterized by the Covid-19 pandemic which was experienced internationally and caused the death of many people. The Environmental Health Unit and the Disaster Management Unit worked hand in hand with the local municipalities and sector departments to curb the spread of the disease.

A district Joint Operation Centre (JOC) was established. The JOC, which is chaired by the district executive mayor, is consisting of representatives from local municipalities, sector departments and some NGO's and have weekly meetings.

Public spaces including clinics, shopping centres, hospitals, taxi ranks and offices of sector departments were decontaminated during the period April – December 2020. Various awareness campaigns were also conducted in communities and at taxi ranks to sensitise community members on the symptoms and preventative measures for Covid-19. Antibacterial soap, sanitisers and facial masks were also distributed to indigent communities to curb the spread of the disease. The Department of Water and Sanitation

installed water tanks in communities which were filled daily with potable clean water. This intervention was important to ensure that communities have access to clean potable water for handwashing.

The Environmental Health Practitioners also trained the personnel from funeral parlours on the correct handling of Covid-19 human remains to ensure that they do not contract the virus. Families of the deceased were also sensitized on the correct procedures and protocols to be followed during burials. Funerals from Covid-19 deceased were also monitored to ensure compliance with the requirements of the Disaster Management Act, 2020 and Covid-19 protocols. Environmental house assessments were also conducted at homes of Covid-19 contacts to establish whether conditions were conducive for isolation.

The municipality procured the necessary personal protective equipment for their frontline workers to protect them against the Corona-virus when executing their duties. Quarantine and other health care facilities were evaluated on a regular basis to ensure that they comply with the requirements and that health care waste are handled in the correct manner.

The activities mentioned above continue to date, as we are a long way from winning the battle against the Corona virus.

Overall Challenges:

Municipal Health Services is a personnel driven function due to the fact that monitoring, according to the scope of practice of environmental health, form the basis of performing this function. With the additional functions of inspections at state premises, it is of critical importance to ensure that Frances Baard DM complies with the South African National Norms & Standards and World Health Organisation (WHO) ratio of one Environmental Health Practitioner for every 10 000 of the population within the region. The municipality has a Service Level Agreement with Sol Plaatje Municipality whereby they render municipal health services their municipal area on behalf of the district municipality. This is to ensure that municipal health services are rendered to all communities in the district.

2.9 DISASTER MANAGEMENT

The Disaster Management Act, Act 57 of 2002, states that all municipalities should provide for: "An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery"

The Frances Baard District Municipality (FBDM) support three local municipalities in its jurisdiction, namely Phokwane, Magareng and Dikgatlong to implement the Disaster Management Act. In addition, volunteers are trained on an annual basis to be deployed during any disaster.

FBDM adopted a contingency fund policy to assist destitute families within its jurisdiction. The National Disaster Management Framework emphasise that the district municipality must perform its mandate as per the four key performance areas and three enablers to ensure effective implementation of the disaster management function.

The District Disaster Management Plan, disaster management plans for Magareng, Phokwane and Dikgatlong Local Municipalities and the District Disaster Management Framework were reviewed. The review of the disaster management plans was based on Community-based disaster risk management approach, which aims to use indigenous knowledge to identify risks and hazards in their respective wards.

The District Disaster Management Advisory Forum and the Local Municipal Disaster Management Advisory Forums are operational in the above-mentioned local municipalities. The District Climate Change Adaptation Strategy was also developed.

The lack of firefighting facilities and capacity (human and capital) in the district remains a challenge. Four fire protection associations are established within the district and operates under the Veld and Forest Fires Act (Act 101 of 1998) to assist with combatting veldfires. FBDM has a maintenance programme in place to assist farmers with the maintenance of veldfire equipment.

The Frances Baard District was adversely affected by Covid-19, veldfire and floods in 2020.

Establishment of firefighting facilities within the FBDM jurisdiction

The possibilities of establishing firefighting facilities at local municipal level has been investigated. It was found that the best way to address the issue was through the establishment of the services at the municipality with the highest risk and highest population. The identified local municipality is Phokwane for the current period.

The following were completed for the Phokwane fire station:

- > Planning Stage which included the location of the site and architectural designs; and
- > Supply chain processes to appoint a contractor for the construction of the fire station.

Establishment of the District Disaster Management Centre

It is a requirement as per the Disaster Management Act (Act 57 of 2002) to establish a disaster management centre which must serve all its municipalities. The district municipality concluded the planning stages for the establishment of the District Disaster Management Centre, however funding for this project remains a challenge. FBDM continues to explore different avenues towards realisation of a District Disaster Management Centre.

Funding Resources

Conditional grants received from Province are as follows:

➤ Disaster Grant (conditional grant from province)

The disaster grant is used to implement the following:

- Response and recovery during incidents at local municipal level;
- Assistance to communities when affected by any incident;
- The training of volunteers at local municipal level; and
- > Awareness programmes.

Overall challenges:

- ➤ The establishment of the District Disaster Management Centre;
- ➤ Local municipalities do not budget for contingencies;
- ➤ The availability of human capital and equipment to execute firefighting function and to respond as per SANS 10090 (Community Safety);
- ➤ The establishment of Fire stations in Magareng and Dikgatlong;
- Assistance to emerging farmers with regards to veldfires and
- ➤ Local municipalities not belonging to a Fire Protection Associations.

2.10 HUMAN RESOURCES MANAGEMENT

The District Municipality structure consists of one hundred and sixty six (166) positions, including twenty six (26) councillors (14 females and 12 males). Eight (8) females and fifteen (15) males occupy management positions. Currently, 31 posts are vacant. Figure 9 consists of the municipality's organogram.

Implementation of the Human Resource Strategy

Our Human Resources strategy was adopted on the 23 September 2020. Our Human Resources policies and procedures will be reviewed and aligned to the current legislation and practices. As previously mentioned, for the successful implementation of the Human resources strategy we have four vital tasks that must be accomplished:

- ➤ Helping employees understand the strategy and comprehend the reason for the strategy;
- ➤ Augmenting employee commitment to the strategy;
- > Streamlining employee dedication to the strategy; and
- Realigning inter-departmental relations within the municipality

For the successful implementation of the Human Resources strategy, an elaborate and systematic plan of action is developed. The HR strategy includes detailed pathways to implement HR strategic plans and HR plans. Each of these aspects has its own part within the overall strategic plan of the municipality and its effectiveness will be continuously monitored and assessed.

Human Resource Development

The objective of Skills Development is to create a workforce empowered with the necessary and continuously upgraded skills, knowledge, and qualifications to increase productivity and competency levels of employees. One of the strategies employed to become a peer leader in this category of employers, is amongst others, creating an environment conducive to learning and development by allocation of adequate resources for purposes of employee education, training and development, as well as retention of critical and scarce skills. We are targeting to train and develop elementary workers to enhance their skills, qualifications, and knowledge for succession planning.

FBDM has accommodated at least 1% in its budget for continuous investment in employees, Councilors as well as the unemployed communities, particularly youth, through training development initiatives. We have awarded seventeen (17) employees with bursaries for the financial year to further their studies and

attainment of recognized qualifications. The municipality is planning on providing support to our local municipalities through learnerships, internships and skills programme through LGSETA and other external funding sources.

Labour Relations

The stabilization of the workforce is engendered through sincere, open, transparent consultation and engagement process about matters of mutual interest between employer and representatives organized labour.

The Local Labour Forum (LLF) is a forum comprising of representation between the employer representatives and serves as a dispute resolution and consultative structure. The LLF, as a conflict resolution and consultative forum, of FBDM been clearly established and is fully functional. With a stable, active, and properly functional LLF in place, the focus is to be directed at the maintenance of its active and functional status for the sustainability of its operations. Currently the forum has not been sitting due to the COVID-19 pandemic and unavailability of members. However, we will be utilizing modern multimedia technologies to comply with legislation and resolutions of the forum.

Employment Equity

The Employment Equity Act No. 55 of 1998, as amended, requires all eligible employers to develop, approve, and submit a legally compliant employment equity plan (EEP). The EEP is a coordinated and structured initiative that seeks to respond to the obligation imposed on all employers for the removal of unfair discrimination and implementation of affirmative action measures all with the intent of leveling the playing field for the accessibility of opportunities by all in the workplace. The primary beneficiaries of EE are intended to be designated groups, particularly women and people living with disabilities.

The aim of the Act is to regulate how people within the municipality are managed in terms of their skills, roles, and remuneration in a fair and non-discriminatory manner. Furthermore, the municipality's processes around recruitment and advancement within the municipality also need to be managed with the Act in mind. It is therefore critical for the municipality to align their compliance requirements with the overall business strategy and objectives.

Health and Safety

The function of occupational health and workplace safety is governed by the Occupational Health and Safety Act and Regulations No. 85 of 1993. The Act provides for the nomination of safety representatives and the establishment of a workplace health and safety committee.

Employee assistance and wellness

FBDM is constantly striving towards the ideal of becoming a hub of service excellence and a world class municipality. This feat may be achieved by and through, amongst others, the creation and maintenance of a content, satisfied and healthy workforce. In attempt to respond to this lofty ideal, the FBDM introduced a wellness and employee assistance programme (EAP).

The ethos of professionalism and principle of confidentiality underpin the administrative handling and management of EAP within FBDM. To ensure that this crucial element of confidentiality is observed and always maintained, and the services of externally based trained specialists and professionals are utilized.

Recruitment and Selection

The staff establishment of any institution is and should be designed to carry out and implement its strategic objectives, and should also be responsive to and give support to the implementation of its strategic plan (IDP).

FBDM remains attentive to an effective recruitment and selection process. These processes include matching up the right person with the right job skills. Intensive interviews and background checks assist in identifying candidates who are most suitable to ensure that vacancies are filled with individuals who share and endorse the institution's values and fit in with its culture. The recruitment of senior manages remains a challenge due to the upper limit regulations and salaries.

Our vacancy rate is 14.19%, eleven (11) Positions are not funded and eleven (11) are funded, while three (3) of the funded positions are being taken through the job evaluation process and three positions are for senior managers. We are projecting to reduce the real (funded) vacancy to 0% by the end of the financial year.

Overall Challenges:

- ➤ The recruitment and retention of scarce and critical skills remain a challenge for FBDM. To deal with this challenge with a view to stabilizing the workforce and stem the loss of talent, a policy on the retention of scarce and critical skills had been developed and approved. However, the policy is currently being reviewed;
- Despite the utmost professionalism with which the function is being handled, EAP is still regarded with skepticism and beset with credibility challenges and afflicted by negative stigma by the workforce of FBDM. In the endeavor to deal and reverse the challenge of negative perception and debilitating stigma, a well plan will be put in place to positively market EAP and internally brand FBDM as a caring institution which has the welfare of its employees at heart. The need for elevating levels of awareness about EAP, including the development of wholesale consciousness about workplace health and safety;
- > The challenge experienced currently is the lack of general safety awareness and health consciousness amongst staff. This gap will be addressed through the development and rollout of suitable health and safety awareness programs and campaigns; and
- ➤ The looming challenge, however, is in respect of the difficulty of recruiting people living with disabilities. Despite all efforts, people living with disabilities continue to not be responsive to the recruitment advertisements of FBDM. To redress this anomaly, a plan is to be established and implemented. The plan will, amongst other remedial actions, contain initiatives intended to ensure that all recruitment adverts are understandable, user-friendly, and have an appeal towards women and people living with disabilities, including having a wide reach and coverage of the entire district.

2.11 RECORDS MANAGEMENT & OFFICE SUPPORT

Frances Baard District municipality continues to be compliant with the records related legislation with minimal challenges. Such challenges emanate from the fact that we do not have our own records centre for disposal and appraisal of records.

FBDM is steadily moving towards a full electronic management records management. The benefits of the system are as follows:

- > Centralized management of committee and council meeting items and resolutions;
- ➤ Efficiency in placing of items on various portfolio committee meeting agendas and council meeting agendas and the distribution thereof;
- Addressing records management in a holistic and comprehensive manner as dictated by Provincial Archives; and
- A computerized environment which enables the creation, capture, organization, storage and retrieval of documentation.

FBDM has further taken up the responsibility to build capacity and render records management support to Magareng, Dikgatlong and Phokwane local municipalities. It is in response to this call that the Records management unit developed a records management support plan on how best to support the local municipalities. This entails processes of status quo assessment, challenges, remedial and recommendations of actions to be taken by the municipality in addressing their challenges.

The major challenge in successfully implementing the support plan, relates to the capacity within local municipalities in terms of records management personnel. All three local municipalities do not have appointed Records Managers to oversee the management of the corporate records, hence most records management operations are not being addressed accordingly. The status quo of the three local municipalities; Magareng, Dikgatlong and Phokwane have not changed yet since the last inspections in September 2020. Therefore, there are still records management breaches within those municipalities in terms of compliance with the Provincial Archives Act.

In terms of office support, the unit continues to properly maintain the infrastructure of the municipality and ensure that the facilities are conducive for human use and for purposes of structural longevity. In response to this call, the administration and support unit has developed an annual maintenance plan to attend to the current conditions of the building. This entails processes of needs assessments, regular inspections of the building, and addressing immediate structural challenges.

Overall Challenges:

- Lack of staff in the local municipalities for purposes of records management; and
- Low budget allocations in the LMs for records management functions.

2.12 INFORMATION COMMUNICATION TECHNOLOGY (ICT)

Information, Communication and Technology (ICT) is a good business enabler when implemented correctly. ICT simplifies organizational processes at a reduced cost and time. Frances Baard district municipality and municipalities within its jurisdiction rely on ICT to store, process and share information. The use of ICT enables communities to access and interact with municipalities from any location, it also enables municipalities to render services to communities at a reduced cost.

The Covid 19 pandemic has heightened the urgent need for municipalities to adopt more agile technologies and processes that will enable municipalities to adjust to external changes without the need of expensive capital investment. There is a growing need to implement more mobile solutions to enable employees to work remotely.

FBDM continues to identify and report same challenges within local municipalities. The following are challenges that could hinder service delivery within local municipalities:

- ➤ Old infrastructure is utilized, which results in high downtime for system;
- ➤ No governance structures to oversee and align ICT operations;
- ➤ Inadequate budget to implement new systems; and
- Lack of business continuity strategies.

Overall Challenges:

- ➤ The district is currently experiencing the following challenges, which hampers the ability for the district to fully take advantage of the benefits of ICT:
- > Currently there is no direct connectivity within the district; which results in high operational cost within the district due to duplicate efforts and systems;
- ➤ Inadequate governing structures within the district to align ICT operations to the overall strategic goals of the district;
- > Inadequate resources and human capacity to support the operations of ICT in local municipalities;
- ➤ Inadequate business continuity plan within the district, to support the district in the event of a disaster; and
- Funding challenges within local municipalities to fund operations of ICT.

2.13 SPATIAL PLANNING

Frances Baard Spatial Planning unit offers spatial planning shared services' support to four local municipalities within the district. However, more focus is on Magareng, Phokwane and Dikgatlong Local Municipalities. In addition to limited planning tools, these municipalities are characterised by limited institutional planning capacity as compared to Sol Plaatje local municipality. The local municipalities within the district are facing the political instability that is impeding on acceleration of the service delivery.

The Spatial Planning & Land Use Management Act, 2013 (SPLUMA) was signed by the President of the Republic of South Africa on 5 August 2013. The Act came into operation on the 1st of July 2015.

SPLUMA is a framework act for all spatial and land use management legislation in South Africa. The act seeks to promote consistency and uniformity in procedures and decision-making in this field. The other main objective of SPLUMA is addressing historical spatial injustice and the integration of the principles of sustainable developments into land use and planning regulatory tools and legislative instruments.

The district is committed to assisting the Local Municipalities within its area of jurisdiction to implement and comply to the Spatial Planning and Land Use Management Act, by providing the following:

- Reviewing and gazetting of the spatial development frameworks;
- ➤ Reviewing and gazetting of the Land Use Schemes;
- Financial assistance and capacity building on spatial planning;
- ➤ Hosting of the District Municipal Planning Tribunal; and
- Establishment of the Appeal Authority.
- District Municipal Planning Tribunal (DMPT)

Frances Baard District Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality have agreed to establish a District Municipal Planning Tribunal (DMPT) in order to receive and dispose of land development applications and land use applications. The DMPT was established and has been operational since November 2016. The DMPT is currently operating effectively and efficiently with no challenges. The committee convenes monthly depending on the development applications received from local municipalities.

Spatial Development Frameworks

The Spatial Development Framework (SDF) is a strategic planning tool that guides decisions on land development and provides framework for spatial development by providing direction where investment is likely to be targeted. The SDFs for Magareng, Dikgatlong, Phokwane and Frances Baard District Municipalities have been approved with an exception of the Sol Plaatje SDF which is currently under review and will be completed within 2019/2020 financial year. The 2014 SDF of the Frances Baard District Municipality (FBDM) is currently under review and will be completed in the 2020/2021 Financial year. The FBDM will assist Magareng Municipality to review its 2014 SDF in the 2020/2021 financial year. Furthermore, FBDM will assist and support Dikgatlong and Phokwane Municipalities to review their 2014 SDFs in the 2021/2022 financial year.

Land Use Schemes

The land use scheme is used as the tool by the municipality to guide and manage development according to the vision, strategies and policies of the Integrated Development Plan (IDP) and to promote sustainable development and quality of life. In a nutshell, the general purpose of the scheme is to create coordinated, harmonious and sustainable development of a municipal area in such a way that is efficiently promotes health, safety, order, amenity, convenience and general welfare, as well as efficiency and economy in the process of development.

A Land use scheme is also defined as the planning tool that allows or restricts certain types of land uses to a certain geographic area. Typically one can find spatial depiction of these geographical areas (called "zones" or zoning") as well as scheme regulations that sets out all procedures and conditions associated with the use of land in any of these zones (Department of Rural Development and Land Reform, Land use scheme guidelines, March 2017).

The management is enforced by adhering to specific guidelines contained within the scheme. In terms of section 24 (1) of the Spatial Planning and Land use Management Act (SPLUMA), 2013 (Act No. 16 of 2013) "A municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of SPLUMA".

Frances Baard District Municipality has facilitated the preparations of the Land use schemes of Phokwane, Dikgatlong and Magareng Municipalities. The 2013 Dikgatlong and Phokwane municipalities land use schemes have been reviewed, adopted by councils and gazetted during the 2017/2018 financial year to ensure that they comply with SPLUMA. The 2015 Magareng land use scheme will be reviewed in the 2021/2022 financial year. The Sol Plaatje Land Use Management Scheme was developed in 2008 and is due for review. The five years grace period for all the municipalities to have Land use schemes that are SPLUMA compliant will lapse in July 2020 and Sol Plaatje Municipality. This warrants the prioritization of the review of the scheme to meet the deadlines or request for extension.

Overall challenges:

- Local Municipalities as the authorities of the first instances on land development matters, they do not have system ready to receive and process land use applications;
- Magareng Local Municipality has not yet approved new tariffs in line with the SPLUMA and they are still using old tariffs;
- > Local Municipalities have not yet established Appeal Authority as required by the SPLUMA;
- Local Municipalities lacks resources to implement and enforce the approve plans such as Land Use Scheme and Spatial Development Frameworks (SDFs); and
- ➤ Local Municipalities gradually or no updates regarding the land use rights or zones, which lead to the mismatch of the deed's information and land use on the ground.

2.14 GEOGRAPHIC INFORMATION SYSTEMS (GIS)

GIS is used as a tool to gather, manage, and analyze spatial data set of various form for decision making purpose in the organization. It has a capability of analyzing the spatial locations, organize information in layers which can be presented in digital and analog format. FBDM maintains spatial data sets which is in the form of information on the land audit, billing data analysis, asset management and land use surveys that get conducted within the local municipalities.

The district inventory data is updated regularly with data sourced from various departments and industry vendors, which serves as base information for overlays in themes for use in analytical scenarios. The district municipality support three local municipalities (Phokwane, Magareng and Dikgatlong).

• Infrastructure:

The district spatial information is stored on a server and deployed to the computers, a plotter, A4 printer and four Trimble Juno GPS handheld units to capture data and do update to spatial information of need. The software applied in our operations is ArcGIS platform by ESRI, SA and also open source (Quantum GIS) for analytical and mapping services. We, furthermore, as a district municipality has a registered web portal (www.francesbaardgis.co.za); that runs on Silverlight for older version and have implemented a new GeoCortex feature that allows viewing on mobile devices, e.g., phone, tablet, or on a computer.

Local Municipalities:

- ➤ Sol Plaatje municipality has the capacity to carry out the services independently, is fully equipped with all the relevant infrastructure like server and computer systems and GPS devices required to deploy services in the municipality. It has a staff component of GIS Officer, and three GIS interns managed under the ICT Unit;
- ➤ Phokwane Local Municipality has a champion from the housing unit who carries out the responsibilities of serving locally with GIS needs backed by support from the district. The municipality is equipped with the software for mapping services to the users;
- Magareng Local Municipality has no current GIS service direct to user. All matters are referred to the district for assistance and support; and
- ➤ Dikgatlong Local Municipality there is no current GIS service direct to user. All matters are referred to the district for assistance and support.
- Support function:

The district municipality deploy resources to support local municipalities in terms of spatial analysis and mapping for planning and decision-making. Projects conducted at local municipalities are directed for effective and efficient service delivery. Additionally, we attend and provide clarity to queries by private and public on issues of the land.

To date the unit has embarked on projects forming elements to land administration which includes:

Previous project:

- > Data cleansing on billing database;
- ► Land Audit and cadastral maintenance;
- Land use survey Phokwane and Dikgatlong Municipality:
- > Asset verification Magareng Municipality; and
- > other projects for management of municipal assets.

Future projects:

- ➤ Land Audit for Frances Baard District Municipality;
- > Evaluation for Phokwane Municipality Billing database;
- > Property transfers and registration; rectification registration inaccuracies and errors; and

➤ Identifying existing personnel to give basic GIS training in local municipalities.

Overall challenges:

This is the status analysis in three local municipalities:

- The maintenance of the GIS Software maintenance software packages costly due annual escalating and municipal budget deficit;
- > GIS operations in the local municipalities is impeded by lack of Capacity; and
- Magareng local municipality does not have a dedicated incumbent for GIS and plans to institute relieve has not been successful.

2.15 PERFORMANCE MANAGEMENT SYSTEMS

FBDM has an established performance management system which is in line with chapter 6 of the Municipal Systems Act no 32 of 2000, as amended, and the performance management regulations of August 2006. The municipality also ensures that it implements and maintains a performance management system which is commensurate with its resources; best suited for its circumstances and in line with the priorities, objectives, indicators, and targets contained in its IDP.

Performance Management can help organisations identify whether they are making a difference or not. With an effective performance management system, organisations can review progress; identify problems in planning or implementation; and adjust when necessary. An effective system is not a quick fix mechanism", it is a valuable tool that can assist an organisation identify problems and their causes; suggest possible solutions to problems; raise questions about assumptions and strategy; push organisations to reflect on where they are going, and how they will get there; provide relevant information and insight; and increase the likelihood of a positive development difference.

Other components of the performance management system are the following:

- > The principles that informs the municipality's development and maintenance;
- > The process of delegation of responsibility in respect of the various role players; and
- An action plan for development and implementation.

The system consists of two major components that are seamlessly linked to one another, namely:

- The Institutional performance management system forms the first level of the systems which includes measurement and reporting of municipal performance an entity; and
- > The individual performance management system forms the second layer of the performance management system and covers all units in the various departments of the municipality to link up with the upper layer of management (Municipal manager and Senior managers).

FBDM also has a statutory mandate to support and assist local municipalities within its area of jurisdiction to strengthen its PMS function. The assistance and support by FBDM is intended to facilitate that local municipalities, have functional and compliant performance management systems. Fbdm has since appointed three interns to assist local municipalities with IDP &PMS functions.

Overall Challenges:

- ➤ Misalignment of the IDP and SDBIP and operational plans, which makes it difficult to monitor the implementation of the plans (local municipalities);
- > The system of reporting is only at executive management level at local municipalities;
- Lack of human capacity at local municipalities; and
- > Submission of flawed and unreliable information.

2.16 COMMUNICATION AND MEDIA

Communication is still under-prioritised in the district in terms of recognition that service delivery issues go together with effective communication and participation programmes. Except for the Sol Plaatje local municipality, all local municipalities have insufficient staff for communication in the district and there is still poor planning and budgeting practices for communication activities.

The introduction of the district development model puts more emphasis on the fact that collaboration among the three spheres of government is crucial. It will necessitate that communicators align their messages to ensure proper communication of the single plan that will be derived from the district model.

External Communication

• Public Participation

Through public participation the community is given the opportunity to actively participate in the actual planning process, including the identification of needs, the identification of solutions and the prioritization of projects. The emphasis on public participation has increased and it is crucial that the Frances Baard District Municipality and its local municipalities align their public participation plans to ensure optimal stakeholder engagement.

Communication Strategy

Effective strategizing and planning for communication is still lacking and the alignment of communication strategies across the district is crucial to ensure that communication activities across the district are coordinated and focussed on the needs of stakeholders. Social media users are growing rapidly year-on-year, thus making the inclusion of social media into the media plans that much more important. The district municipality will be assisting with the development of communication strategies at local municipalities to improve coordination of communication activities. The 2021/22 financial year will also be the year that the new council will take over the reigns, and with it the 5-year communication strategy (2021 – 2026) will have to be developed to ensure that the plans and programmes of the district municipality are effectively articulated.

Communication Forum

The District Communication Forum creates a platform for communicators within the district to share best practices that will ensure good communication within the district. The main objectives of the forum are to:

- Facilitate communications amongst the three spheres of government;
- ➤ Gather and compile relevant information for distribution amongst members;
- > To encourage professionalism and collaboration of programmes between spheres of government; and
- ➤ To promote training and capacity building through workshops, conferences, study tours, presentations or any other means with regards to official matters.
- Internal Communication

Good internal communication involves regular and effective two-way communication with all members of staff at all levels and is a critical success factor for any institution. It is important for municipalities to give priority to the development of internal communication strategies to ensure a cohesive organisation focused on achieving its goals and objectives.

- Support to local municipalities
- ➤ Information on best practices is shared with the local municipalities through the district communication forum:
- ➤ General assistance with communication activities and development of reporting documents, when requested by local municipalities;
- Publicise local stories on projects and activities in the district newsletter; and
- > Collaboration with local municipalities and sector departments on public participation events

Overall challenges:

- Local municipalities do not have a clear framework for communication.;
- ➤ Inadequate media monitoring which results in unpreparedness for rapid response activities;
- ➤ Poor planning of the use of modes of communication;
- > Poor collaboration of public participation programmes; and
- Capacity constraints at some local municipalities.

2.17 INTERNAL AUDIT

The mandatory responsibilities of internal audit are set out in section 165 of the MFMA and section 45 of the Municipal Systems Act of 2000. Internal audit unit form part of the internal control and governance structures of the municipality and play an important role in monitoring activities of the municipality.

The objective of internal audit in discharging its duties is providing the reasonable assurance and advisory services to FBDM. Risk-based audit plans are prepared annually to execute audits. The audits conducted

places management in a position to assess whether the controls of the municipality are sufficient and effective; and to implement recommended actions where there is a need for improvement.

FBDM is still providing shared services to Magareng and Dikgatlong local municipalities on internal audit services with all its resources. The work of the Audit, Performance and Risk Committee (APRC) has also been extended to support the two local municipalities. Meetings of the APRC are held on a regular basis to report on internal audit activities performed for FBDM and the two local municipalities.

Although there are performance management systems in local municipalities for Internal audit to fulfil the requirements of section 45 of the Municipal Systems Act, this still needs to be improved and prioritised by the local municipalities in adherence to applicable laws.

The municipality utilises other assurance providers in assisting internal audit to implement the audit plans.

Overall challenges:

- ➤ Although the work of other assurance providers in complementing the audit work is pivotal; implementation of the annual audit plans remains a challenge due to the amount of work that must be completed annually; and
- ➤ Lack of co-operation in the local municipalities and in divisions where key positions are either vacant or unavailable causes delay in internal audit efforts which may result in poor performance by internal audit.

2.18 RISK MANAGEMENT SERVICES

The Frances Baard District Municipality and Sol Plaatje Local Municipality have dedicated risk management functions in the terms of MFMA Act of 1999, Section 62(1)(c)(i). The risk management units are positioned under the office of the Municipal Manager and therefore are providing strategic direction on the management of organisation's risks. FBDM is currently providing a shared and support services to both Dikgatlong and Magareng local municipalities through a memorandum of agreement due to limited capacity. Phokwane Local Municipality is not part of this agreement.

Fraud and risk management policies and strategies have been continuously implemented since adopted by council. Oversight role on implementation of fraud and risk management is vested with the Audit, Performance and Risk Committee (APRC) who monitors quarterly risk assessment reports. The risk management processes of FBDM were evaluated by the APRC to be adequate and effective during the year under assessment. The risk registers of the municipalities were reviewed and compiled timeously and allowed business managers to take control of action plans to mitigate the impact of identified risks. No cases of alleged fraud or corruption reported during the year under the review.

The following are the top five (5) strategic risks that have been identified, the unit managers are tasked with the responsibilities of ensuring that these risks are reduced to be within tolerable levels:

- Poor project management at LMs;
- Lack of revenue base (grant dependency);
- ➤ Non-filing of HOD positions;
- Emerging incidents of irregular, fruitless and wasteful expenditure; and
- ➤ IT Policies might not be reviewed to address CGCIT policy framework.

Overall Challenges:

- ➤ Cancellation of meetings by unit managers at local municipalities, which had a negative impact on finalising scheduled risk assessments;
- ➤ Lack of capacity at local municipality level to execute responsibilities of risk management function; and
- Lack of capacity within FBDM to rollout the risk implementation plan for local municipalities.

2.19 LEGAL AND COMPLIANCE

The legal and compliance unit in FBDM was established in 2014 and comprises of a manager and a legal intern. The unit occupies a strategic position in that it provides professional legal and compliance in the district.

The unit has been successful in dealing with all legal matters as received from all departments of the FBDM and has assisted local municipalities with legal advice and the drafting of contracts and legal opinions. Furthermore, the unit help shape major transactions, while providing support to the executive management in making sound legally related decisions as may be required.

The responsibilities of the Unit are:

- ➤ To provide vibrant, effective, and professional legal service in the district;
- To co-operate with other spheres of government in developing sound working relations and minimise areas of dispute or potential dispute in the legal context;
- Provide advice on labour related matters;
- Provide Contract Management;
- Prepare general legal opinions and researching legislation that has relevance to the municipality in order to keep abreast of developments through the use of applicable legislative and related instruments/tools;
- Reviewing and assisting in the drafting of contracts;
- Monitoring ongoing litigation by and against the municipality and coordinating interaction between directorates and external legal practitioners engaged by municipality; and
- ➤ Performing administrative and managerial tasks relating to the section and coordinating the activities of the section.

Some of the topical issues that have been deliberated upon are as follows:

Intentions

FBDM intends to have a closer working relationship with local municipalities within the district.

Progress

There has been notable legal assistance provided to Dikgatlong and Magareng Local Municipalities, some of which were initiated by the municipal managers of the said local municipalities, others by FBDM respectively. We have double our efforts to lobby for a continuous working relationship across our local municipalities that sought our legal assistance.

Achievements

The municipality has achieved a better legal service for all stakeholders within the district.

Overall Challenges:

• It is generally agreed that much more needs to be done to improve communication between stakeholders using the services of the unit. The most ostensible identified challenges were mainly on the lack of internal protocol in seeking legal and contractual services, in addition, there appears to be lack of legal capacity in local municipalities.

2.20 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

The municipality operates daily under the parasol of the Constitution of South Africa 1996, the Municipal Finance Management Act (MFMA) 26 of 2003, and all the other relevant legislation in ensuring a sound and sustainable management of the financial affairs of the municipality.

The core functions of the department are to provide an effective and efficient financial management service in respect of the municipal assets, liabilities, revenue and expenditure in a sustained manner to maximize the district municipality's developmental role. The municipality is implementing approved internal controls ensuring the effective functioning budget, revenue & expenditure and fair & transparent supply chain management processes.

Although the municipality relies profoundly on grant funding to finance its operations, it still succeeded to build the capacity (human and financial) of the local municipalities in its area of jurisdiction to assist them to perform their functions and achieve better audit outcomes. The municipality has adopted the intervention strategies designed in line with section 84 of the Municipal Structures Act 117 of 1998.

The municipality obtained an unqualified audit opinion with no findings during the 2019/20 financial year, with the financial viability of the municipality assessed to be sound. The internal policies and controls are reviewed when necessary to incorporate changes made with updated laws and regulations.

2.21 SOCIAL DEVELOPMENT

HIV/AIDS

HIV/AIDS in South Africa as well as in the Frances Baard District is a prominent health concern. South Africa has the highest prevalence of HIV/AIDS compared to any other country in the world with an estimate 6.4 million people living with HIV in 2012. The estimated prevalence of HIV (the proportion of people living with HIV in the country) increased from 10.6% in the 2008 HIV Household Survey, to 12.3% in 2012. The HSRC released the key findings of the 2012 household survey at the 6th South African AIDS Conference in Durban.

Frances Baard has the largest population of 375 167 persons and the second highest HIV prevalence in the province of 18.4% amongst pregnant women (NDoH Antenatal survey, 2012). The John Taolo Gaetsewe District has the highest HIV prevalence of 27.5% amongst pregnant women (PSP, 2012).

Many factors contribute to the spread of HIV; these include: poverty; inequality and social instability; high levels of sexually transmitted infections; the low status of women; sexual violence; high mobility (particularly migrant labour); limited and uneven access to quality medical care; and a history of poor leadership in the response to the epidemic.

Research shows high levels of knowledge about the means of transmission of HIV and understanding of methods of prevention. However, this does not translate into HIV-preventive behaviour. Behaviour change and social change are long-term processes, and the factors that predispose people to infection – such as poverty and inequality, patriarchy and illiteracy – cannot be addressed in the short term. Vulnerability to, and the impact of, the epidemic is proving to be most catastrophic at community and household level.

Women aged between 30 and 34 and males aged 35 to 39 had the highest infection rates: 36% of females and 28.8% of males in these respective age groups contracted HIV. But the rate at which new HIV infections are acquired, or the HIV incidence rate, is a concern, with the HIV incidence rate among females aged 15 to 24 being more than four times higher than the incidence rate found in males in this group. Among the teenage population, the difference between the HIV prevalence between girls and boys is even higher: girls have eight times the infection rate of their male counterparts.

Many factors contribute to the spread of HIV. These include: poverty; inequality and social instability; high levels of sexually transmitted infections; the low status of women; sexual violence; high mobility (particularly migrant labour); limited and uneven access to quality medical care; and a history of poor leadership in the response to the epidemic.

Frances Baard District Municipality's environmental health unit is active with campaigns to curb the spreading of the disease. The Environmental Health Practitioners (EHPs) conduct regular awareness campaigns at schools and in the respective communities. These campaigns are conducted in cooperation with local Community Development Workers (CDWs), non-government organisations (NGOs) and the Department of Health (DoH). The Mayor's Office is responsible for the Frances Baard District HIV/Aids

Forum and has quarterly meetings with sector departments to plan prevention campaigns. The Premier's Office has seconded a HIV/Aids coordinator to FBDM to serve on the District HIV/Aids Forum.

There remains an acute need for social protection and interventions to support the most vulnerable communities and households affected by this epidemic. The challenge is that people are not testing timeously therefore only once they are very ill at quite a late stage of disease progression do they only realised that they are HIV positive. The central focus remains that we continue to mobilise an increased uptake in HIV testing and counseling, behaviour change communication and combination prevention and treatment.

Social Grants

Social grants are available to South African citizens and permanent residents. Non-citizens of South Africa, for example refugees, people with work permits, children born in South Africa of non-citizens, may also receive South African social grants. Payment of social grants is made on condition that there is an agreement between South Africa and the country of origin of the non-citizen.

Overall Challenges:

Social grants are a constitutional right to all South Africans as spelt out by Section 27 (1)(c) of the Constitution of South Africa which states:- "Everyone has the right to have access to...social security including if they are unable to support themselves and their dependents, appropriate social assistance". It is government policy to promote an equitable and fair distribution of resources, to alleviate poverty and enhance equality. To address the needs of the different types of social groupings, government has introduced specific grants for specific target groups. These are summarized as follows:-

• Old age grant (OAG)

Old age grant is for the women and men who are 60 years and above. About 26,202 people in Frances Baard District Municipality received old age grant in December 2015.

• War Veterans (WVG)

Special grants have been introduced for war veterans who fought in the liberation struggle. Any person who qualifies is advised to contact their respective political parties.

There were about 6 beneficiaries of the War Veterans grant in the district in December 2015. These are war veterans who served with the South African army either in the Zulu Upraising in 1906; First World War 1914-1918; Second World War 1939-1945 or the Korean War 1950-1953.

• Disability Grant (DG)

A disability grant is a social grant intended to provide for the basic needs of adults (people who are over 18 years) who are unfit to work due to mental or physical disability. The applicant should not have refused to do work that they are capable of doing and should not have refused treatment. The disability must be

confirmed by a valid medical report of a medical officer stating whether the disability is temporary or permanent.

A person can apply for a temporary disability grant where it is believed the disability will last between six months and a year, or a permanent disability grant where it is believed the disability will last for more than a year. There were 20,592 recipients of the disability grant in the district in December 2015.

• Foster Care (FCG)

It is a grant for children who are looked after by foster parents. About 3,079 people in Frances Baard District Municipality were receiving Foster Grant in December 2015.

• Care dependency grant (CDG)

It is a grant dedicated to those children between the ages of 1 and 18 years old who are either mentally or physically disabled and need permanent home care. There were about 2.355 recipients of this grant in the district by December 2015.

Child support grant

It is grant designed for poor children and is usually given to the children's primary care givers. This is one of the grants with the highest number of recipients in the district.

2.22 YOUTH DEVELOPMENT

This Frances Baard District Municipality reflects, political and strategic intentions on the mainstreaming of youth development in all policies, programmes, and Plans. This provides the framework against which Frances Baard District Municipality, as well as other sectors of society in the district, can develop and implement programmes and Projects that will facilitate the inclusion of youth in mainstream socioeconomic life.

This was developed within a national and provincial context, dating back to 1994, when youth development was placed high on the transformation agenda of the country's democratic government. At the same time the policy acknowledges that, despite the positive youth development interventions implemented to date, persistent levels of poverty and unemployment; social inequalities and ills and an inadequate or lack of access to development opportunities continue to impede the progress of the youth sector. It builds on all positive youth interventions implemented from 1994 and addresses policy gaps and persistent challenges that hamper full realisation of the rights of young people.

The purpose is to strategically guide the mainstreaming of youth development by all sectors of society in Frances Baard District municipality and in line with the National Youth Policy (NYP) 2015-2020. The beneficiaries or target group of the Policy are young people, falling within the age group of 14 to 35 years, who live in Phokwane, Sol Plaatjie, Magareng and Dikgatlong local municipality that makes up to the Frances Baard District Municipality. The Policy adopts principles contained in the NYP 2015-2020 which

speak to the approach to mainstreaming youth development; i.e. accessibility, responsiveness, holistic, integration, diversity, non-discriminatory, sustainable development, transparency, participation and inclusion, social cohesion, social protection and youth service.

The Vision "The socio-economic needs of the youth in District are met, thus enabling them to be active and equal participants of society"; and the Goal is to "facilitate and promote the mainstreaming of youth development in all policies, programmes and plans of Frances Baard District Municipality and other sectors of Frances Baard 's society that provides socio-economic services to youth'.

The key outcomes inform its four strategic objectives which are:

- ➤ Objective 1: Enabling Environment for Mainstreaming Youth Development;
- ➤ Objective 2: Youth & Career Development;
- ➤ Objective 3: Youth & Social Development; and
- ➤ Objective 4: Youth & Skills Development.

The impact and effectiveness of a policy lies in its implementation, therefore it explains implementation and support structures as well as role and responsibilities of key role-players such as the Frances Baard District Municipality, Sol Plaatjie, Phokwane, Magareng, Phokwane Youth Unit, and Inter-Departmental Youth Coordinating Committee; Office of the premier, a South African Youth Council, Youth NGOs and other youth structures that are legally formed. Implementation in turn requires enough and appropriate resource allocations, ranging from human capacity to financial support.

FBDM has delivered various services such as career guidance (500 young people), job search (100 young people) and work-related life skills (180) by targeting youth in and out of school, as a means of providing career choice, enhancing their employability, and familiarizing them with work. We have also created platforms by developing structure programmes in places to encourage young people to gain work experience (e.g, internship programmes, part time work while at school for youth in grade 11 and above, work during weekends and school holidays) and encourage participation in all youth related issues.

Many young people are living with HIV and experience challenges of caring for those who are infected and affected. Young people in across the district are demoralised as the unemployment rate increases. Most of them are frustrated with these challenges and resort to the abuse of drugs and alcohol. This inturn makes them vulnerable to criminal activities.

3. DISTRICT-WIDE PRIORITY ISSUES:

The district-wide priority issues take into consideration the priority issues of the local municipalities. The combination of local municipalities priority issues to produce district priority issues strengthens the process of alignment between the district integrated development plan and the IDP's of local municipalities.

On this basis the district-wide priority issues for 2021/22 are summarized as follows:

PRIORITY ISSUES – 2021/22

- 1. Water and Sanitation;
- 2. Roads and storm water;
- 3. Housing & Land Development;
- 4. Electricity;
- 5. Spatial transformation;
- 6. Disaster Management;
- 7. Environmental Health Management;
- 8. Local Economic Development & Youth Development;
- 9. Unemployment; and
- 10. Social and community services

4. ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES

Local government as the "implementation hub" of the government's vision, it is incumbent that there be synergy across all spheres of government's plans to achieve maximum impact in resource allocation and project implementation. The prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government should be aligned and harmonized. It is through this "concept" that planning at national, provincial and local level relates and informs one another.

Alignment is built upon the following:

The shared and common platform critical to alignment is made possible through a coherent set of national spatial guidelines based on the twin concepts of development potential and need.

The normative principles and guidelines embodied in the National Spatial Development Perspective provide the central organising concept for facilitating alignment and serve as the concrete mechanisms and basic platform for better coordination and alignment of government programmes.

The spatial perspective is at the centre of our view of alignment and coordination and is directed at facilitating discussions on the development potential of the space economy and serving as a frame of reference for guiding government actions. (Presidency)

Each of the three spheres of government has planning tools used in the execution of its mandate. At the national level there are: the National Development Plan (NDP) 2030, the Medium Term Strategic Framework (MTSF) 2014-2019, the National Spatial Development Perspective (NSDP), the New Growth Path (NGP) and Service Delivery Agreement e.g.: Outcome 9 to mention only a few.

At the provincial level it is the Provincial Growth and Development Strategy (PGDS) and Strategic Plans of individual departments, and at the municipal level it is the Integrated Development Plans (IDP's) and DGDS.

5. STRATEGIC OBJECTIVES

Informed by the district municipality's Turn-around Strategy and the Local Government: Municipal Performance Regulations for Section 56 employees, the following strategic objectives were formulated:

KPA 1: Basic Service Delivery

Programme Management and Advisory Services

Goal: Improved access to sustainable basic services in the District.

Objective:

- To assist LMs with infrastructure upgrading, operations and maintenance;
- To create job opportunities for the unemployed through the promotion of EPWP principles;
- To support improved infrastructure planning in the district; and
- To support the provision of potable water, sanitation facilities, electricity and streets and storm water households in the district.

Goal: Facilitate the creation of sustainable human settlements in the district.

Objective:

- To Facilitate the reduction of the housing backlog; and
- Monitoring of human settlements development in 3 LMs.

KPA 2: Local Economic Development (LED)

<u>Goal</u>: Facilitate growth, development and diversification of the district economy by optimising all available resources.

Objective:

- To support the development of a diverse economy;
- To support the development of learning and skilful economies;
- To facilitate the development of enterprises; and
- To facilitate the development of inclusive economies

<u>Goal:</u> Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district.

Objective

• To promote tourism in the Frances Baard District.

KPA 3: Municipal Institutional Development and Transformation

<u>Goal</u>: To render and support sustainable municipal health, environmental planning and management in the district

Objective:

- To monitor and enforce national environmental health norms and standards in the Frances Baard district; and
- To implement and monitor environmental planning and management in the Frances Baard district

<u>Goal</u>: Promotion and implementation of an effective and efficient disaster management and fire-fighting service in the Frances Baard District.

Objective:

- To support local municipalities with the implementation of Disaster Management Legislation;
- To assist local municipalities by implementing response and recovery mechanisms as per national disaster management framework;
- To develop institutional capacity and acquire resources for fire fighting services for 3 LMs; and
- To ensure effective internal security measures.

<u>Goal</u>: To provide a fully effective Human Resources Management & Development function in FBDM and offer support to local municipalities.

Objective:

- To comply with legislative requirements relating to human resource management and development; and
- To provide support on HR management and development function to LMs.

Goal: Provide sound records management and office support services.

Objective:

- To comply with the provincial archives act at FBDM and support the LMs towards compliance by 2022;
- To provide effective and efficient office support functions; and
- To provide effective and cost efficient office support services.

Goal: To render an enabling ICT environment and support within the district.

Objective:

- To implement and maintain a sharable ICT environment within the district; and
- To support the improvement of ICT in three LMs.

Goal: To attain credible and implementable IDPs in the district.

Objective:

- To develop and review the district municipality's IDP in compliance with legislation; and
- To support the local municipalities in the preparation and review of their IDPs.

<u>Goal</u>: Facilitate the development of sustainable human settlements through effective town and regional planning.

Objective:

- To facilitate the development of land use management policies;
- To facilitate the development of urban and rural areas in accordance with the relevant legislation;
- To facilitate development of Brown and Green field development.

<u>Goal</u>: provision of reliable spatial information as a planning and management tool to enhance service delivery

Objective:

• To promote the use of GIS as a tool in the district

Goal: To improve PMS in the district

Objective:

- To maintain a functional performance management system in FBDM
- To support performance management in 3 LMs.

KPA 4: Good Governance and Public Participation

Goal: Create, strengthen and maintain a positive opinion of the district through effective channels of communication

Objectives:

- To keep the public informed on government activities in the district; and
- To improve internal communication through the implementation of the internal communication plan

Goal: To provide an effective and professional legal and compliance service in the district.

Objectives:

- To manage risk activities in the district; and
- To prevent and manage fraud and corruption in the district.

Goal: Provision of internal audit services in the FBDM and the two local municipalities.

Objectives:

• To evaluate the adequacy and effectiveness of control processes and assessment of compliance with legislation in FBDM and 2 LMs.

Goal: Mitigation of risks, prevention and management of fraud and corruption in the district.

Objective:

- To provide legal and compliance services in the district;
- Provision of sound legal binding contracts in the district

<u>Goal</u>: Mainstream youth development, promote the advancement of youth economic empowerment and the provision of skills and training.

Objective:

• To ensure an effective and efficient functioning of council and its committees

Goal: Advancing special programmes among the marginalized community groups in the district.

Objective:

• To facilitate and coordinate special programmes in the district.

Goal: To provide efficient and effective coordination and support for council and its committees.

Objective:

To facilitate and coordinate youth development in the district.

KPA 5: Municipal Financial Viability and Management

Goal:

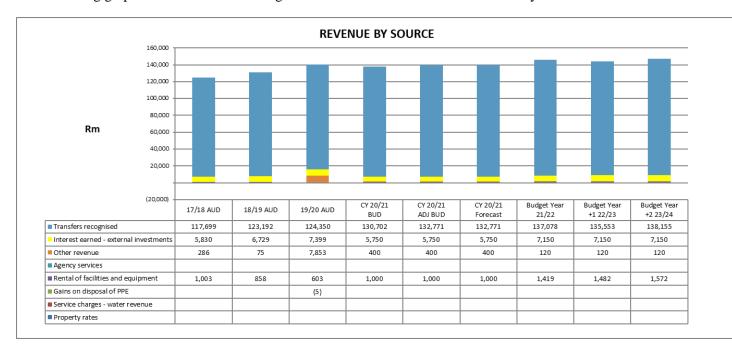
- Facilitation of effective and efficient system of budgeting and reporting, in compliance with applicable legislation;
- To provide an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation; and
- Provide an effective an efficient supply chain management system for the district municipality.

Objectives:

- To ensure compliance to all accounting and legislative reporting requirements;
- To ensure sound financial management practices according to National Treasury guidelines;
- To provide financial management support to the local municipalities in the district; and
- To ensure implementation of supply chain management policies and related prescripts.

8. ANNUAL BUDGET 2021/22 SUMMARY

The following graph indicates the main categories of revenue for the 2021/22 financial year:

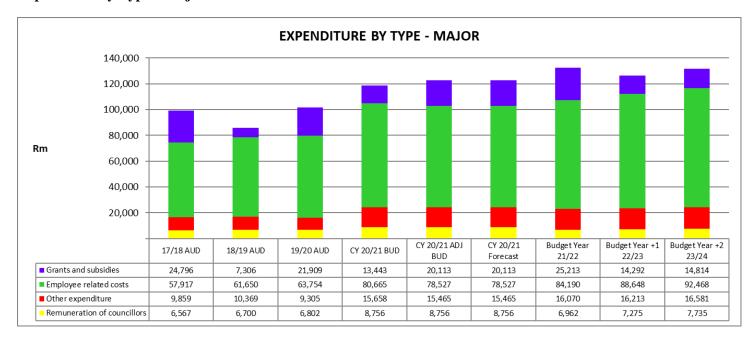


The main source of revenue is still operating grants from government which is 95% of the total revenue. The growth in income is limited to the the current inflation rate and an increase in the GDP that is expected to be 1.2%.

The municipality does not render basic services that can generate revenue.

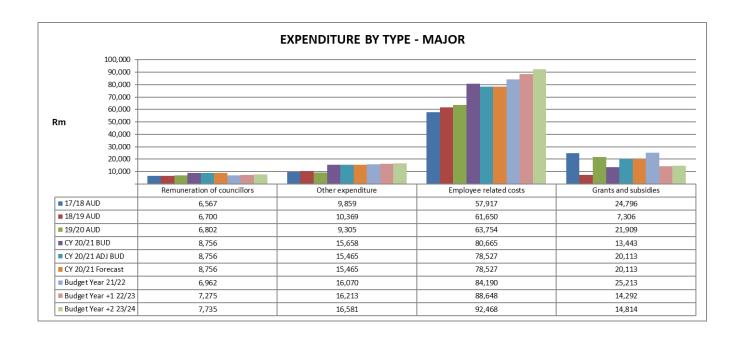
The following graph indicates the main categories of expenditure for the 2021/22 financial year:

Expenditure by Type – Major:



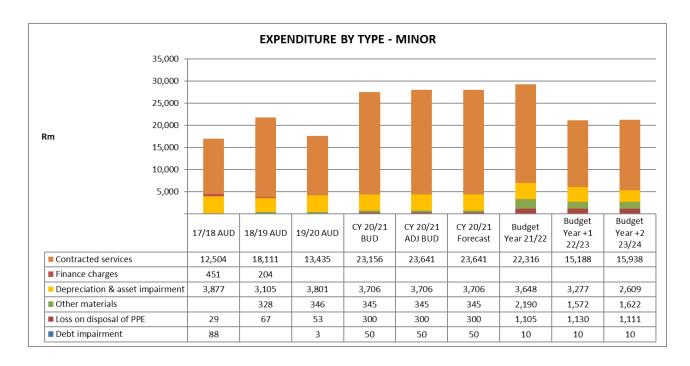
Graph clearly illustrates the increase trends in grants and subsidies of 59.07% for 21/22 as opposed to 20/21 financial year, this is due to an increase of the o&m and capital allocation to local municipalities.

Councillor's remuneration reflects a fair increase over the past years based on the Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998).



8.5 Expenditure by Type – Minor:

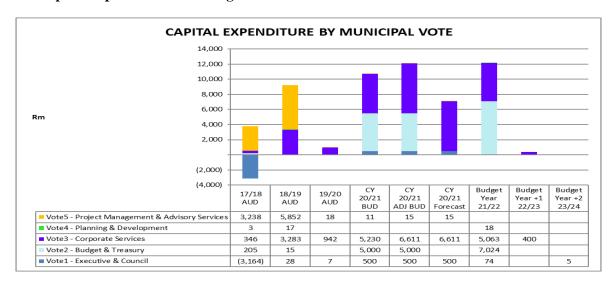
Expenditure relating to minor expenditure consists mainly of finance charges, depreciation & asset impairment, other materials, loss on disposal of PPE and Debt impairment.



8.6 Capital Expenditure – R12, 1m

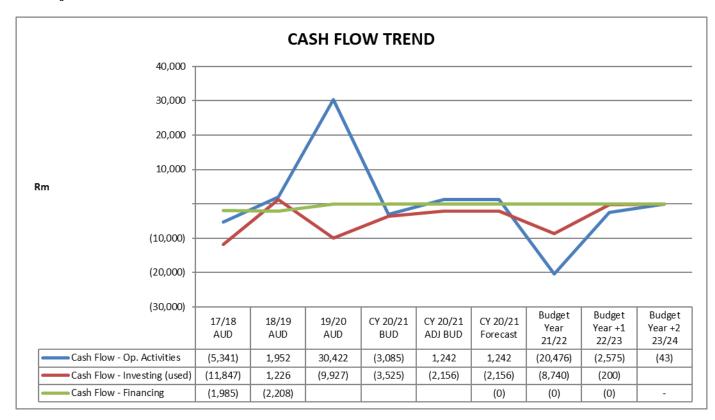
The capital needs of the municipality mainly consists of construction process of fire engine base in Jan Kempdorp, purchasing of the new financial system, replacement of vehicles and fixing of the council chamber roof.

8.7 Capital Expenditure – Funding Source



Capital Expenditure is funded from internal funding (Table A5 and SA36).

8.8 Projected Cash Flows



The projected cash flow of the municipality improved from the past years due to the decline in grant and subsidy allocations to the local municipalities. After rebuilding the municipality's reserves, an amount of R23m is budgeted for the O&M and capital allocation to the local municipalities.



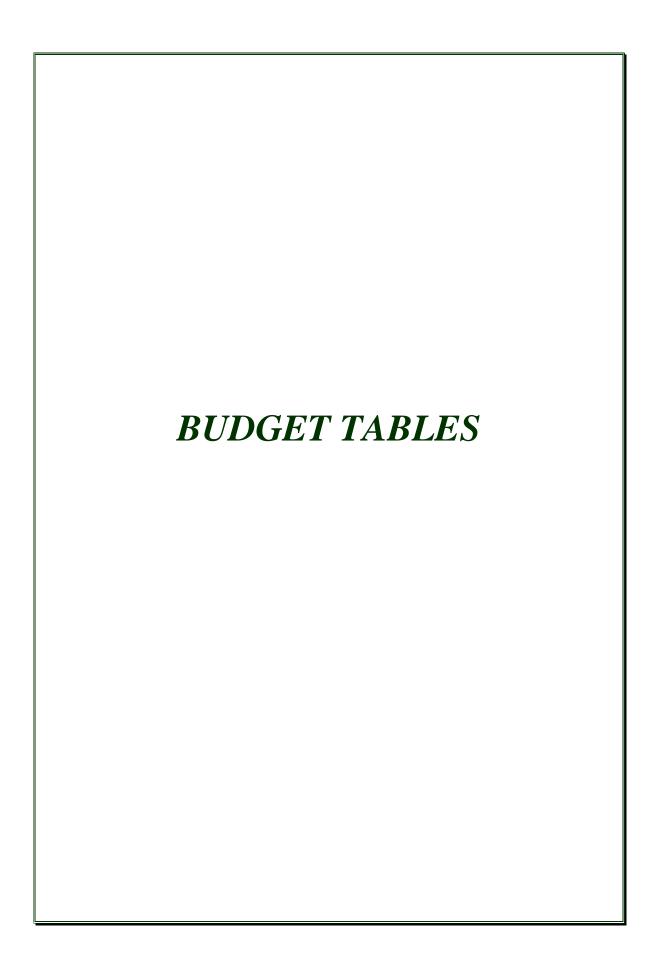
DC9 Frances Baard District Municipality - Quality Certificate: Annual Budget 2021 / 22

I, ZM Bogatsu, Municipal Manager of Frances Baard District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the draft budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name Z	M Bogatsu
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Municipal Manager of Frances Baard District Municipality (DC9)

Signature	Red	
Date	OR The 2021	



DC9 Frances Baard - Table A1 Budget Summa	ıry		-							
Description	2017/18	2018/19	2019/20		Current Ye	ar 2020/21		2021/22 Mediur	n Term Revenue Framework	•
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Financial Performance										
Property rates Service charges	_	-	_	_	-	_	_	_	_	_
Investment revenue	5 830	6 729	7 399	5 750	5 750	5 750	4 795	7 150	7 150	7 150
Transfers recognised - operational	117 699	123 192	124 350	130 702	132 771	132 771	128 937	137 078	135 553	138 155
Other own revenue	1 289	932	8 451	1 400	1 400	1 400	780	320	320	320
Total Revenue (excluding capital transfers and	124 818	130 853	140 200	137 852	139 921	139 921	134 512	144 548	143 023	145 625
contributions)	57.047	04.050	00.754	00.005	70 507	70 507	C2 004	04.400	00.040	00.400
Employee costs Remuneration of councillors	57 917 6 567	61 650 6 700	63 754 6 802	80 665 8 756	78 527 8 756	78 527 8 756	63 001 6 403	84 190 6 962	88 648 7 275	92 468 7 735
Depreciation & asset impairment	3 877	3 105	3 801	3 706	3 706	3 706	3 615	3 648	3 277	2 609
Finance charges	451	204	-	-	-	_	-	_	_	_
Inventory consumed and bulk purchases	-	328	346	345	345	345	231	2 190	1 572	1 622
Transfers and grants	24 796	7 306	21 909	13 443	20 113	20 113	9 104	25 213	14 292	14 814
Other expenditure Total Expenditure	22 480 116 089	28 547 107 839	22 795 119 407	39 164 146 080	39 456 150 903	39 456 150 903	18 270 100 623	39 502 161 706	32 541 147 605	33 640 152 887
Surplus/(Deficit)	8 729	23 014	20 793	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262
out presidentity	0 123	20 014	20 730	(0 220)	(10 302)	(10 302)	00 000	(17 130)	(4 302)	(7 202)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	2 521	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)										
Surplus/(Deficit) after capital transfers & contributions	8 729	25 535	-	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262)
Share of surplus/ (deficit) of associate	-	20 333	_	(0 220)	(10 302)	(10 302)	-	(17 130)	(4 302)	(7 202
Surplus/(Deficit) for the year	8 729	25 535	-	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262)
Capital expenditure & funds sources Capital expenditure	627	9 195	967	8 740	12 126	12 126	923	12 179	400	5
Transfers recognised - capital	_	-	-	-	-	-	_	_	_	_
Borrowing	_	_	_	_	-	_	_	_	_	_
Internally generated funds	-	9 192	967	8 740	12 126	12 126	923	12 179	400	5
Total sources of capital funds	-	9 192	967	8 740	12 126	12 126	923	12 179	400	5
Financial position										
Total current assets	68 094	94 952	125 134	74 703	24 065	24 065	136 533	93 573	102 698	101 383
Total non current assets Total current liabilities	58 161 22 322	64 217 28 104	60 571 41 622	70 197 29 554	73 583 166 902	73 583 166 902	57 762 53 062	68 929 27 922	66 568 29 518	63 047 31 255
Total current liabilities	28 490	31 004	23 774	36 664	36 664	36 664	23 157	28 911	31 477	34 043
Community wealth/Equity	77 240	101 321	121 419	80 343	77 589	77 589	154 481	105 670	108 272	99 133
Cash flows										
Net cash from (used) operating	-	-	-	137 569	137 569	137 569	659 100	993	18 531	8 228
Net cash from (used) investing	7 560	33	(1 258)	(7 482)	(8 740)	(8 740)	(297)		(400)	(5
Net cash from (used) financing Cash/cash equivalents at the year end	(1) 103 608	0 57 155	(3) 77 006	3 204 036	202 774	- 202 774	658 805	3 (1 555)	- 16 577	24 799
Cash backing/surplus reconciliation	100 000	07 100	11 000	201000	202771	202771	000 000	(1000)	10 017	21700
Cash and investments available	57 122	78 267	103 156	62 210	11 572	11 572	110 030	78 013	85 062	81 789
Application of cash and investments	34 505	34 344	47 770	(24 176)	109 786	109 786	(9 704 116)		(986 194)	(534 327
Balance - surplus (shortfall)	22 617	43 923	55 385	86 386	(98 214)	(98 214)	9 814 147	519 533	1 071 256	616 116
Asset management										
Asset register summary (WDV)	39 967	41 896	40 643	47 877	51 263	51 263	51 263	60 412	58 051	54 530
Depreciation	3 877	3 105	3 801	3 706	3 706	3 706	3 706	3 648	3 277	2 609
Renewal and Upgrading of Existing Assets Repairs and Maintenance	546 3 071	8 740 3 591	705 4 823	4 632 8 776	6 718 8 704	6 718 8 704	6 718 8 704	7 811 6 468	6 763	6 909
·	3 07 1	0 001	7 020	0110	0 7 0 4	0 7 0 4	0 7 0 4	0 +00	0 700	0 303
Free services Cost of Free Basic Services provided	_	_			_	_	_	_	_	_
Revenue cost of free services provided		-	_	_	-	_	_	_	_	_
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	_	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy: Refuse:	_	-	-	-	-	-	_	_		
1101000.	_	-	-	-	-	-			_	_

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

DC9 Frances Baard - Table A2 Budgeted I	man	Cidi Fellolillal	ice (revenue	anu expendi	iure by fullctic	mai ciassiiica	iuoii)			
Functional Classification Description	Ref	2017/18	2018/19	2019/20	Cı	ırrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional						·				
Governance and administration		111 605	124 655	136 901	131 652	133 721	133 721	136 636	140 061	142 660
Executive and council		-	478	13	-	500	500	-	-	-
Finance and administration		111 605	124 177	136 888	131 652	133 221	133 221	136 636	140 061	142 660
Internal audit		-		-	-	-	-	-	-	-
Community and public safety		345	389	246	259	259	259	259	259	259
Community and social services		-	-	246	259	259	259	259	259	259
Sport and recreation		-		-	-	-	-	-	-	_
Public safety		345	389	_	-	-	-	-	_	_
Housing		-		-	-	-	-	-	-	-
Health		-	_	_	-	-	_	_	_	_
Economic and environmental services		12 663	8 331	3 053	5 941	5 941	5 941	7 653	2 703	2 706
Planning and development		12 663	8 331	3 023	5 941	5 941	5 941	7 653	2 703	2 706
Road transport		-	_	_	-	-	_	_	_	_
Environmental protection		-	_	30	-	-	_	_	_	_
Trading services		_	_	_	_	-	_	-	_	-
Energy sources		-	_	_	-	-	_	_	_	_
Water management		-	-	_	-	-	-	-	_	_
Waste water management		_	_	_	-	-	_	_	_	_
Waste management		-	_	_	-	-	_	_	_	_
Other	4	204	_	_	_	-	_	-	_	-
Total Revenue - Functional	2	124 818	133 374	140 200	137 852	139 921	139 921	144 548	143 023	145 625
Expenditure - Functional										
Governance and administration		60 381	65 029	63 343	79 808	80 643	80 643	79 870	82 419	85 344
Executive and council		19 428	18 921	17 472	22 260	24 154	24 154	22 016	22 261	23 241
Finance and administration		37 956	43 667	43 028	53 937	52 662	52 662	54 242	56 344	58 131
Internal audit		2 997	2 442	2 843	3 611	3 827	3 827	3 611	3 814	3 972
Community and public safety		10 235	8 560	10 170	14 486	13 170	13 170	14 974	14 758	15 715
Community and social services		4 772	5 477	7 167	10 217	10 000	10 000	10 753	11 240	11 206
Sport and recreation		_	_	_	_	_	_	_	_	_
Public safety		918	422	_	_	_	_	_	_	_
Housing		4 545	2 661	3 003	4 269	3 170	3 170	4 221	3 519	4 509
Health		_	_	_	_	_	_	_	_	_
Economic and environmental services		43 257	31 927	44 175	49 278	56 449	56 449	63 028	47 057	48 334
Planning and development		39 442	28 014	38 080	39 351	45 369	45 369	51 554	35 622	36 126
Road transport		_	_	_	_	_	_	_	_	_
Environmental protection		3 815	3 913	6 095	9 927	11 080	11 080	11 474	11 435	12 208
Trading services		_	_	_	_	_	_	_	_	_
Energy sources		_	_	_	_	_	_	_	_	_
Water management		_	_	_	_	_	_	_	_	_
Waste water management		_	_	_	_	_	_	_	_	_
Waste management		_	_	_	_	_	_	_	_	_
Other	4	3 671	3 242	2 487	3 782	2 843	2 843	3 834	3 371	3 494
Total Expenditure - Functional	3	117 544	108 757	120 175	147 354	153 104	153 104	161 706	147 605	152 887
Surplus/(Deficit) for the year		7 274	24 617	20 025	(9 501)	(13 183)	(13 183)	(17 158)	(4 582)	(7 262

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

DC9 Frances Baard - Table A2 Budgeted Financial Performance (reve								2021/22 Mediu	ım Term Revenue	& Expenditure
Functional Classification Description	Ref	2017/18	2018/19	2019/20	Cı	urrent Year 2020/	21	2021/22 1110414	Framework	G Exponential o
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional										
Municipal governance and administration		111 605	124 655	136 901	131 652	133 721	133 721	136 636	140 061	142 660
Executive and council		-	478	13	_	500	500	-	-	-
Mayor and Council		-	478	13	-	500	500	-	-	-
Municipal Manager, Town Secretary and Chief Executive		111 605	124 177	136 888	131 652	133 221	133 221	136 636	140 061	142 660
Finance and administration		111 003	124 177	130 000	131 032	133 221	133 221	130 030	140 001	142 000
Administrative and Corporate Support Asset Management		-	-	_	-	_	_	_	_	_
Finance		111 605	124 177	136 888	131 652	133 221	133 221	136 636	140 061	142 660
Fleet Management		111 000	124 111	100 000	101 002	100 221	100 221	100 000	140 001	142 000
Human Resources		_	_	_	_	_	_	_	_	_
Information Technology		_	_	_	_	_	_	_	_	_
Legal Services		_	_	_	_	_	_	_	_	_
Marketing, Customer Relations, Publicity and Media Co-		_	_	_	_	_	_	_	_	_
Property Services										
Risk Management		_	_	_	_	_	_	_	_	_
Security Services										
Supply Chain Management		_	_	_	_	_	_	_	_	_
Valuation Service										
Internal audit		-	-	-	-	-	-	-	-	-
Governance Function		-	_	_	_	-	-	_	-	-
Community and public safety		345	389	246	259	259	259	259	259	259
Community and social services		-	-	246	259	259	259	259	259	259
Aged Care										
Agricultural										
Animal Care and Diseases										
Cemeteries, Funeral Parlours and Crematoriums										
Child Care Facilities										
Community Halls and Facilities										
Consumer Protection										
Cultural Matters										
Disaster Management		-	-	246	259	259	259	259	259	259
Education										
Indigenous and Customary Law										
Industrial Promotion										
Language Policy										
Libraries and Archives										
Literacy Programmes										
Media Services										
Museums and Art Galleries										
Population Development										
Provincial Cultural Matters										
Theatres										
Z00's										
Sport and recreation		-	-	-	-	-	-	-	-	-
Beaches and Jetties										
Casinos, Racing, Gambling, Wagering										
Community Parks (including Nurseries)										
Recreational Facilities										
Sports Grounds and Stadiums										
Public safety		345	389	-	-	-	_	-	-	-
Civil Defence		345	389	-	-	-	-	-	-	-
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection										
Licensing and Control of Animals										
Police Forces, Traffic and Street Parking Control										
Pounds Housing		_	_	_	_	-	_	_	_	_
Housing	1	-	-	-	-	-	_	_	_	_
Housing	1	-	-	_	-	-	_	_	_	-
Informal Settlements Health	1	_	_	_	_	-		_	_	_
Health Ambulance	1	-	-	_	_	-	_	_	_	-
Ambulance Health Services										
Laboratory Services	1									
Food Control										
Health Surveillance and Prevention of Communicable Diseases										
Vector Control	1									
Chemical Safety										
	1									

Penning and development Billiboard Corporate Wilder Billiboard Development District	Economic and environmental services		12 663	8 331	3 053	5 941	5 941	5 941	7 653	2 703	2 706
Billiboards											
Corporate Write Strategic Planning (IDPs, LEDs)											
Central City Introversement District Development Facilitation Economic Development Planning Regional Planning and Vestory Project Management Unit Provincial Planning Support to Local Municipalities Rost Integrat Rost Integration Rost Integratio			12 663	8 331	3 023	5 941	5 941	5 941	7 653	2 703	2 706
Development Facilitation Economic Development (Planning Regional Planning and Development) Regional Planning and Development (Int Trour Planning, Building Regulations and Enforcement, and City Project Management (Int) Provincial Planning Support to Local Municipalities Road Imarago Regulation Road Trailing Regulation Road Trailing Regulation Road Trailing Regulation Road Trailing Regulation Road			12 000	0 001	0 020	0011	0011	00	. 000	2.00	2100
Regional Planning and Development Regional Planning Regional Planning Suport to Local Municipalities Road temport Local Municipalities Road temport Local Municipalities Local Municipalities											
Response Planning and Development Trow Pranning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road stanget Public Transport Road and Traffic Regulation Roads Tax Ranks Enformental protection Indigenous Forests Nature Conservation Publicin Control Soil Conservation Trafing services Electricity Street Lighting and Signal Systems Nonvolente Energy Water management Water Treatment Water Treatment Water Treatment Water Transport Foestly Licensing and Regulation Markets Tourism Tourism Tourism Tourism Tourism Traing service											
Town Planning, Bullifon Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Road and Traffic Regulation Roads Tast Ranks Entomemental protection Biodiversity and Landscape Coastal Protection Indigenous Forests Nature Conservation Pollution Control Soil Conservation Pollution Control Soil Conservation Follution Control Soil Conservation Follution Control Soil Conservation Value Institution Water Treatment Water Treatment Water Treatment Water Institution Water Storage Solor Water Management Waste Management Waste Water Treatment Waste Master Featment Waste Mater Treatment Waste Master Featment Waste Master Featment Waste Master Featment Solid Waste Disposal (Landfill Sites) Solid Waste Removal Street Cleaning Other Tourism Tourism Zoll											
Project Management Unit Provincial Planning Support to Local Municipalities Road taraport Public Transport Road and Traffic Regulation Roads Tax Ranks Environmental protection Biotheristy and Landscape Coastal Protection Indigenous Frontsis Mature Consensation Publicin Control Sail Consensation Publicin Control Sail Consensation Trading services Eleveristy Water resultant Water Proteinant Water Proteinant Water Storage Vates water management Publici Toilets Severage Sivern Water Margement Water Treatment Water Treatment Water Storage Siver Water Margement Water Deposal (Landfill Sites) Solid Waste Removal Sirect Cleaning Other Austrasic Ail Transport Forestry Licensing and Regulation Markets Tourism Zou											
Provincial Planning Support to Local Municipalities Road transport Road and Traffic Regulation Road and Traffic Regu											
Support to Local Municipalities Road transport Public Transport Public Transport Public Transport Public Transport Production Production Production Production Production Production Production Production Production Public Production											
Rad fransport											
Public Transport			_	_	_	_	_	_	_	_	_
Road and Traffic Regulation Roads Taul Ranks											
Roads Taxi Ranks Environmental protection Environmental E											
Taxi Ranks											
- 30 - - - - - - - - -											
Biodiversity and Landscape Coastal Protection Indigenous Forests Nature Conservation Pollution Control Soil Conservation			_	_	30	_	_	_	_	_	_
Coastal Protection				_	50	_	_	_	_	_	
Indigenous Forests Nature Conservation Pollution Control Soil Conservation			_	_	30	_	_	_	_	_	_
Nature Conservation					00						
Pollution Control Soil Conservation											
Soil Conservation Trading services											
Energy sources Electricity Street Lighting and Signal Systems Nonelectric Energy Water management Water Treatment Water Distribution Water Storage Waste water management Public Toilets Sewerage Storm Water Management Waste Management Waste Management Waste Water Treatment Waste Management Solid Waste Disposal (Landfill Sites) Solid Waste Disposal (Landfill Sites) Solid Waste Removal Street Cleaning			_	_	_	_	_	_	_	_	
Electricity Street Lighting and Signal Systems Nonelectric Energy	· ·										
Street Lighting and Signal Systems Nonelectric Energy Waler management											
Nonelectric Energy Water management											
Water Treatment Water Distribution Water Storage Waste water management											
Water Treatment Water Distribution Water Storage ————————————————————————————————————			_	_	-	_	_	_	_	_	_
Water Distribution Water Storage Waste water management			_	_	_	_	_	_	_	_	
Water Storage Washe water management Public Tollets Sewerage Storm Water Management Waste Water Treatment Waste management Recycling Solid Waste Disposal (Landfill Sites) Solid Waste Removal Street Cleaning Other Abattoris Air Transport Forestry Licensing and Regulation Markets Tourism Amagement											
Sewerage											
Public Toilets Sewerage Storm Water Management Waste Water Treatment			_	_	_	_	_	_	_	_	_
Sewerage Storm Water Management Waste Water Treatment											
Storm Waster Management Waste Water Treatment											
Waste Water Treatment Waste management											
Waste management											
Recycling Solid Waste Disposal (Landfill Sites) Solid Waste Removal Street Cleaning			_	_	_	_	_	_	_	_	_
Solid Waste Disposal (Landfill Sites) Solid Waste Removal Street Cleaning											
Solid Waste Removal Street Cleaning											
Street Cleaning 204 -											
Other 204 - </td <td></td>											
Abattoirs Air Transport Forestry Licensing and Regulation Markets Tourism 204			204	_	-	_	-	-	-	-	-
Air Transport Forestry Licensing and Regulation Markets Tourism 204											
Forestry Licensing and Regulation Markets Tourism 204											
Licensing and Regulation Markets Tourism 204 -											
Markets Tourism											
Tourism 204											
			204	_	_	_	_	_	_	_	_
	Total Revenue - Functional	2		133 374	140 200	137 852	139 921	139 921	144 548	143 023	145 625
		1 - 1	5.0		200	302			l	520	320

18 18 18 18 18 18 18 18	Evenditure Eventional	i	İ	İ	ı	İ	I	İ	1	
Security Formulation 1948 1971 17 07 22 20 24 14 24 15 22 16 22 28	Expenditure - Functional Municipal governance and administration	60 381	65 020	63 3/13	79 808	80 643	80 643	79 870	82 410	85 344
Mayor and Council Mayor and Council Mayor and Council March Manager Tom Secretary and Chef Executive Finance and administratic Finance and administratic Finance Council Finance										
Municipal Manager, Tomo Secretary and Cleref Executive 9210 4105 4105 11035 11035 11103 11323 11725 11705 4105										
Firement and destination Administration and Composite Support Administration and Composite Support Administration and Composite Support Administration and Composite Support Administration and Composite Support Amend Administration and Composite Support Amend Administration and Composite Support Amend Administration and Composite Support Amend Administration and Composite Support Amend Administration and Composite Support Amend Amendment Amend										
Asset Management Finance Pine Management Finance Pine Management Finance Pine Management Finance Pine Management Finance Pine Management Finance Pine Management Finance Pine Management Finance Finan										
France	Administrative and Corporate Support	9 866	11 295	12 688	15 201	15 275	15 275	15 303	16 104	16 736
First Management	Asset Management									
Human Pisconces 3500 4303 4185 5400 5500 5500 578b 597b 597b 6140	Finance	13 928	16 356	15 277	19 748	18 667	18 667	19 584	19 920	20 445
Information Technology Legal Services Legal Service										
Logal Services										
Methedring, Customer Relations, Publicity and Metho Co- Property Services Risk Management Security Services Supply Chair Management Management Supply Suppl										
Property Services 100 100 100 1133 1133 1177 1225 1300 1300 1300 1300 1300 1313 1177 1225 1300										
Field Management Security Services		1 914	1 965	1 911	2 483	2 538	2 538	2 462	2 605	2 711
Security Services 2,888 3,969 3,358 3,500 3,753 3,995 4,172 1,000		040	070	4.020	4.005	4 422	4 400	4.470	4.050	4 200
Supply Chain Memperment Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Service Valuation Valuation Valuation Valuat		949	0/0	1 036	1 005	1 133	1 133	1 1/9	1 253	1 300
Valuation Service 2997 2442 2843 3611 3827 3827 3611 3814 3972 2000		2 836	3 063	3 256	3 836	3 550	3 550	3 753	3 005	4 172
Internal sold Governance Function 2997 2442 2843 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997 2442 2848 3811 3827 3827 3811 3814 3927 2997		2 000	3 900	3 2 3 0	3 630	3 330	3 330	3 7 3 3	3 333	4112
Governance Function 2997 2442 2883 3811 3827 3871 3814 3372 Community and social services 4772 5477 7 167 10 217 10 000 10 753 11 240 11 286 7 12 286 7 167		2 997	2 442	2 843	3 611	3 827	3 827	3 611	3 814	3 972
10 235 8 560 10 170 10 4486 13 170 13 170 14 974 14 789 19 715										
Age Community and social services Agricultural Animal Care and Diseases Cemeteries, Funeral Particus and Crematoriums Chit Care Facilities Community Halls and Facilities Community Halls and Facilities Community Halls and Facilities Community Halls and Facilities Community Halls and Facilities Community Halls and Facilities African Hangement African Activate Afr										
Agricularial Animal Care and Diseases Cemetries, Fureral Parlous and Crematoriums Child Care Facilities Community Halls and Facilities Community Halls and Facilities Consumer Protection Cultural Matters Diseaser Management Education Indepensus and Castomary Law thicketial Promotion Language Policy Libraries and Archives Libraries and Archives Libraries and Archives Massess and Archives Libraries and Archives Cosmon Addition Provincial Cultural Matters Treatres Zoo's Spot and recession Beaches and Jetties Cosmons, Racing, Gambling, Wagering Community Parls (Including Nurseries) Recreational Facilities Sports Grounds and Stadiums Policis safely Recreational Facilities Sports Grounds and Stadiums Policis safely Sports Grounds and Stadiums Policis Sports S										
Animal Care and Diseases Cemeteries, Furent Parkurs and Crematoriums Child Care Facilities Community Halls and Facilities Community Halls and Facilities Consumer Protection Culturu Materies Disaster Management Education Indigenous and Customary Law Industrial Promotion Language Policy Libraries and Archives Libraries and Archives Libraries Treation Population Development Provincial Cultural Materies Treatins Zoo's Sport and receition Beaches and Jetties Casinos, Raoing, Gambling, Wagering Community Parks (Including Museries) Recreational Facilities Sports Grounds and Stadiums Palici safety Child Defence Child Defence Child Defence Child Public Nuisances Ferencing and Foreces Fire Fighing and Protection Licensing and Control of Animals Protection Licensing and Control of Animals Protection Licensing and Control of Animals Protection Management Health Ambulance Health Surveillance Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control										
Contentive Fundament Community Halls and Facilities Consumity Halls and Facilities Consumity Halls and Facilities Consumer Protection Cultural Matters Disaster Management Education Indigenous and Customay Law Industrial Promotion Language Policy Libraries and Archives Library Programmes Media Services Museums and Ard Calleries Population Development Provincial Cultural Matters Theatres Zoo's Spot nat recession Beaches and Jeffeise Casinos, Racing, Gambling, Wagering Cummunity Parks (Including Musenes) Research Conducts and Stadiums Police Services Fine Fighting and Protection Licensing and Fonces Fine Fighting and Protection Licensing and Control of Arimals Police Forces, Traffic and Street Parking Control Popurus Housing Ho	Agricultural									
Community Halls and Facilities Consumer Protection Cultural Matters Disaster Management Education Indigenous and Custorrary Law Industrial Promotion Language Policy Libraries and Archives Literacy Programmes Media Services Museums and Art Galleries Proputation Development Provincial Cultural Matters Theatres Zoo's Spot and recreation Beaches and Jetties Casinos, Racing, Gambling, Wagering Community Parks (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Publics talely Civil Defence Cleansing Control of Public Nuisances Fine Egiting and Foncetion Luconsing and Fonceton Luconsing and Fonceton Luconsing and Fonce of Airmals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Housing Housing Health Ambulance Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vercir Control	Animal Care and Diseases									
Community Halls and Facilities Consumer Protection Cultural Matters Disaster Management Education Indigenous and Customary Law Industrial Promotion Language Policy Libraries and Archives Library Programmes Media Services Museums and Art Galriers Population Development Provincial Cultural Matters Theates Zo's Sport and receition Beaches and Jetties Casiross, Racing, Cambrillar, Wagering Community Parks (including Nurseries) Recreational Facilities Sports Grounds and Sadiums Pales sele, Control of Public Nuisanes Fine Fighting and Feneral of Almais Libraries Anbulance Health Services Laboratory Servic										
Consumer Protection Cultural Materies Disaster Management Education Indigenous and Customary Law Industrial Promotion Language Policy Libraries and Archives Literacy Programmes Media Services Museums and Art Galleries Provincial Cultural Matters Theatres Zoo's Sports directed Zoo's Zoo										
Disset Management Education Disset Management Education Indigenous and Customary Law Industrial Promotion Language Policy Libraries and Archives Library Programmes Media Services Museums and Art Galleries Population Development Provincial Cultural Matters Theatres Zoo's Sport at treation Beaches and Jetties Casinso, Racing, Gambling, Wagering Community Paris (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Publis selfy Chil Defence Cheansing Control of Public Nuisances Fine Figiling and Fracetion Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Assis 2661 3003 4259 3170 3170 4221 3519 4509 Informal Settlements Health Ambulance Health Surveillance and Prevention of Communicable Diseases Vector Control Health Surveillance and Prevention of Communicable Diseases Vector Control										
Disaster Management										
Education Indigenous and Customary Law Industrial Promotion Language Policy Libraries and Archives Libraries and Archives Museums and Art Galleries Population Development Provincial Cultural Matters Theatres Zo's Sport and sensition Beaches and Jetties Casinos, Racing Gambling, Wigering Community Parks (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Public select Public select Clearring Control of Public Nuisances Frencing and Fences Frencing and Fortection Libraring and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Housing Housing Housing Housing Housing Housing Housing Housing Housing Housing Health Health Health Health Health Health Services Laboratory Services Food Control Health Services Laboratory Services Food Control Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control										
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Industrial Promotion Language Policy Libraries and Archives Literacy Programmes Media Services Museums and Art Galleries Population Development Provincial Cultural Matters Theatres Zoo's Spot and retreation Beaches and Jetties Casinos, Racing, Gambling, Wagering Community Parks (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Public safety Covid Defence Cleansing Comrol of Public Nuisances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Ho										
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Museums and Art Galleries Population Development Provincial Cultural Matters Theatres Zoo's Sport and recreation Beaches and Jetties Casinos, Racing, Gambling, Wagering Community Parks (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Public selely Civil Defance Cleansing Control of Public Nuisances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Marking Housing Ambulance Health Ambulance Health Services Laboratory Services Food Control Health Services Laboratory Services Food Control Health Services Vector Control										
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Sport and recreation Beaches and Jetties Casinos, Racing, Gambling, Wagering Community Parks, (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Public selety Civil Defence Cleansing Control of Public Nuisances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Informal Settlements Health Ambulance Health Services Laboratory Services Food Control Health Services Laboratory Services Food Control Health Surviliance and Prevention of Communicable Diseases Vector Control										
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Beaches and Jetties Casinos, Racing, Gambling, Wagering Community Parks (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Public safety 918 422	Zoo's									
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Community Parks (including Nurseries) Recreational Facilities Sports Grounds and Stadiums Public safety Public safety Cleansing Control of Public Nuisances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Housing Af545 2661 3003 4269 3170 3170 4221 3519 4509 Af509 Af500	Beaches and Jetties									
Recreational Facilities Sports Grounds and Stadiums Public Sately Control of Public Nuisances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Housing Licensing and Fences Fire Fighting and Prevention of Communicable Diseases Food Control Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control										
Sports Grounds and Stadiums										
Public safety										
Section Civil Defence Cleansing Control of Public Nulsances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Police Forces, Traffic and Po										
Cleansing Control of Public Nuisances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Informal Settlements Health Ambulance Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control				-	-	-	-	-	-	
Control of Public Nuisances Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Housing Informal Settlements Health Ambulance Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control		918	422	-	-	-	-	-	-	-
Fencing and Fences Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Police Forces Poli										
Fire Fighting and Protection Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds										
Licensing and Control of Animals Police Forces, Traffic and Street Parking Control Pounds Housing Housing Informal Settlements Health Ambulance Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control										
Police Forces, Traffic and Street Parking Control Pounds										
Pounds										
Housing										
Housing 4 545 2 661 3 003 4 269 3 170 3 170 4 221 3 519 4 509 10 formal Settlements - - - - - - - - -		4 545	2 661	3 003	4 269	3 170	3 170	4 221	3 519	4 509
Health Ambulance Health Services Laboratory Services Food Control Health Surviellance and Prevention of Communicable Diseases Vector Control										
Ambulance Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control										
Health Services Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control	Health	-	-	-	-	-	-	-	-	-
Laboratory Services Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control	Ambulance									
Food Control Health Surveillance and Prevention of Communicable Diseases Vector Control										
Health Surveillance and Prevention of Communicable Diseases Vector Control										
Vector Control										
Cnemical Satety										
	Unemical Safety									

Economic and environmental services Planning and development Billboards Corporate Wide Strategic Planning (IDPs, LEDs) Central City Improvement District Development Facilitation Economic DevelopmentPlanning Regional Planning and Development Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Road and Traffic Regulation Roads Taxi Ranks Environmental protection	39 442 39 442	31 927 28 014 28 014	44 175 38 080 38 080	49 278 39 351 39 351	56 449 45 369 45 369	56 449 45 369 45 369	63 028 51 554 51 554	47 057 35 622 35 622	48 334 36 126 36 126
Billboards Corporate Wide Strategic Planning (IDPs, LEDs) Central City Improvement District Development Facilitation Economic DevelopmentPlanning Regional Planning and Development Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	39 442	28 014	38 080	39 351	45 369	45 369	51 554		
Corporate Wide Strategic Planning (IDPs, LEDs) Central City Improvement District Development Facilitation Economic DevelopmentPlanning Regional Planning and Development Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks								35 622	36 126
Central City Improvement District Development Facilitation Economic Development/Planning Regional Planning and Development Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks								33 022	30 120
Development Facilitation Economic Development/Planning Regional Planning and Development Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	-	-	_				
Economic Development/Planning Regional Planning and Development Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	-	-	-				
Regional Planning and Development Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	-	-	_				
Town Planning, Building Regulations and Enforcement, and City Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	-	-	_				
Project Management Unit Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	_	-	_				
Provincial Planning Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	-	-	-				
Support to Local Municipalities Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	-	-	_				
Road transport Public Transport Road and Traffic Regulation Roads Taxi Ranks	-	-	-	-	_				
Public Transport Road and Traffic Regulation Roads Taxi Ranks	_	_	-	-			_	_	_
Road and Traffic Regulation Roads Taxi Ranks						-	-	-	
Roads Taxi Ranks									
Taxi Ranks									
	3 815	3 913	6 095	9 927	11 080	11 080	11 474	11 435	12 208
· · · · · · · · · · · · · · · · · · ·	3 0 1 3	3 913	0 093	9 921	11 000	11 000	114/4	11 433	12 200
Biodiversity and Landscape Coastal Protection	3 815	3 913	6 095	9 927	11 080	11 080	11 474	11 435	12 208
	3013	3 913	0 095	9 921	11 000	11 000	114/4	11 433	12 200
Indigenous Forests Nature Conservation									
Nature Conservation Pollution Control									
Soil Conservation									
				_	_	_	_	_	
Trading services	-	-			_				
Energy sources	-	-	-	-	-	-	-	-	
Electricity									
Street Lighting and Signal Systems									
Nonelectric Energy									
Water management Water Treatment	-	-	-	-	-	-	-	-	-
Water Distribution									
Water Storage									
Waste water management	-	-	-	-	-	-	-	-	-
Public Toilets									
Sewerage									
Storm Water Management Waste Water Treatment									
	_						_		_
Waste management	-	-	-	-	-	-	-	-	
Recycling Solid Waste Disposal (Landfill Sites)									
Solid Waste Disposal (Landrill Sites) Solid Waste Removal									
Street Cleaning Other	3 671	3 242	2 487	3 782	2 843	2 843	3 834	3 371	3 494
***	3 6/1	3 242	2 487	3 /82	2 843	2 843	3 834	3 3/1	3 494
Abattoirs									
Air Transport									
Forestry									
Licensing and Regulation									
Markets 	0.5-1	0.010	0.455	0	0.515	0.515	0.551	0.0=1	0
Tourism	3 671	3 242	2 487	3 782	2 843	2 843	3 834	3 371	3 494
Total Expenditure - Functional 3 Surplus/(Deficit) for the year	117 544 7 274	108 757 24 617	120 175 20 025	147 354 (9 501)	153 104 (13 183)	153 104 (13 183)	161 706 (17 158)	147 605 (4 582)	152 887 (7 262

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2017/18	2018/19	2019/20	Cu	rrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote	1									
Vote 01 - Executive & Council		_	478	13	-	500	500	_	_	_
Vote 02 - Office Of The Municipal Manager		_	-	-	-	-	_	-	_	_
Vote 03 - Budget & Treasury Office		111 605	124 177	136 888	131 652	133 221	133 221	136 636	140 061	142 660
Vote 04 - Administration		345	389	276	259	259	259	259	259	259
Vote 05 - Planning & Development		204	-	-	1 500	1 500	1 500	4 000	_	_
Vote 06 - Infrastructure Services		12 663	8 331	3 023	4 441	4 441	4 441	3 653	2 703	2 706
Vote 07 -		_	_	-	-	-	_	-	_	_
Vote 08 -		_	_	_	_	-	_	_	_	_
Vote 09 -		_	_	_	_	-	_	_	_	_
Vote 10 -		_	_	_	_	_	_	_	_	_
Vote 11 -		_	_	_	_	_	_	_	_	_
Vote 12 -		_	_	_	_	_	_	_	_	_
Vote 13 -		_	_	_	_	_	_	_	_	_
Vote 14 -		_	_	_	_	_	_	_	_	_
Vote 15 - Other		_	_	_	_	_	_	_	_	_
Total Revenue by Vote	2	124 818	133 374	140 200	137 852	139 921	139 921	144 548	143 023	145 625
Expenditure by Vote to be appropriated	1									
Vote 01 - Executive & Council		10 219	10 116	9 411	12 646	13 279	13 279	11 003	10 937	11 484
Vote 02 - Office Of The Municipal Manager		16 114	15 370	15 113	18 236	19 744	19 744	19 770	20 537	21 345
Vote 03 - Budget & Treasury Office		16 764	20 319	18 533	23 584	22 216	22 216	23 336	23 915	24 617
Vote 04 - Administration		26 789	29 036	33 548	45 485	46 483	46 483	47 988	49 704	51 313
Vote 05 - Planning & Development		12 608	13 788	12 581	22 590	21 074	21 074	24 563	18 684	18 970
Vote 06 - Infrastructure Services		35 050	20 129	30 988	24 812	30 307	30 307	35 046	23 828	25 158
Vote 07 -		_	_	_	_	_	_	_	_	_
Vote 08 -		_	_	_	_	_	_	_	_	_
Vote 09 -		_	_	_	_	_	_	_	_	_
Vote 10 -		_	_	_	_	_	_	_	_	_
Vote 11 -		_	_	_	_	_	_	_	_	_
Vote 12 -		_	_	_	_	_	_	_	_	_
Vote 13 -		_	_	_	_	_	-	-	_	_
Vote 14 -		_	_	_	_	_	-	-	_	_
Vote 15 - Other		_	_	_	_	_	-	_	_	_
Total Expenditure by Vote	2	117 544	108 757	120 175	147 354	153 104	153 104	161 706	147 605	152 887
Surplus/(Deficit) for the year	2	7 274	24 617	20 025	(9 501)	(13 183)	(13 183)			(7 262

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2017/18	2018/19	2019/20	Cu	irrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote	1				-					
Vote 01 - Executive & Council		_	478	13	-	500	500	-	_	_
01.1 - Council & Executive Administration		-	478	13	-	500	500	-	-	-
Vote 02 - Office Of The Municipal Manager		_	_	_	_	_	_	_	_	_
02.1 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-
02.2 - Committee & Administration Services		-	-	-	-	-	-	-	-	-
02.3 - Internal Audit		-	-	-	-	-	-	-	-	-
02.4 - Communications		-	-	-	-	-	-	-	-	-
02.5 - Legal And Compliance		-	-	-	-	-	-	-	-	-
02.6 - Political Office Administration		-	-	-	-	-	-	-	-	-
02.7 - Youth Unit		-	-	-	-	-	-	-	-	-
02.8 - Risk Unit		-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		111 605	124 177	136 888	131 652	133 221	133 221	136 636	140 061	142 660
03.1 - Finance Directorate		1 250	1 000	748	1 000	1 000	1 000	1 000	1 000	1 000
03.2 - Revenue & Expenditure		110 355	123 177	136 145	130 652	132 221	132 221	135 636	139 061	141 660
03.3 - Budget And Treasury Office		-	-	-	-	-	-	-	-	-
03.4 - Supply Chain Management		-	-	- (5)	-	-	-	-	-	-
03.5 - Council Motor Vehicle Pool		-	-	(5)	-	-	-	-	-	-
Vote 04 - Administration		345	389	276	259	259	259	259	259	259
04.1 - Administration Directorate		-	-	-	-	-	-	-	-	-
04.2 - Information Systems		-	-	-	-	-	-	-	-	-
04.3 - Human Resource Management		-	-	-	-	-	-	-	-	-
04.4 - Office Support Services		-	-	Τ.	-	-	-	-	-	-
04.5 - Environmental Protection		-	-	30	-	-	_	-	-	-
04.6 - Fire Fighting & Disaster Management		345	389	246	259	259	259	259	259	259
Vote 05 - Planning & Development		204	-	-	1 500	1 500	1 500	4 000	-	-
05.1 - Planning & Development Directorate		-	-	-	1 500	1 500	1 500	4 000	-	-
05.2 - Planning Unit - Pms Management		-	-	-	-	-	-	-	-	-
05.3 - Local Economic Development		-	-	-	-	-	-	-	-	-
05.4 - Planning Unit - Gis		-	-	-	-	-	-	-	-	-
05.5 - Planning Unit - Spacial Planning 05.6 - Tourism		- 204	_				_			_
05.7 - Planning Unit - Idp		204	_	_		_	_		_	_
Vote 06 - Infrastructure Services		12 663	8 331	3 023	4 441	4 441	4 441	3 653	2 703	2 706
06.1 - Infrastructure Service Directorate 06.2 - Project Management & Advisory Service		11 750	3 930 3 634	2 611	3 544	3 644	3 644	3 653	2 703	2 706
06.3 - Infrastructure Service - Roads Maint		913	767	413	897	797	797	3 000	2 703	2 700
06.4 - Housing Administration		- 913	-	413	097	191	-		_	
•										
Vote 07 -		-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -			-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	_	-
Vote 13 -		-	-	-	-	-	_	-	-	_
Vote 14 -		-	-	_	-	_	_	-	_	_
Vote 15 - Other		_	_	_	_	_	_	_	_	_
Total Revenue by Vote	2	124 818	133 374	140 200	137 852	139 921	139 921	144 548	143 023	145 625

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

DC9 Frances Baard - Table A3 Budgeted Fi	nanc	ial Performan	ce (revenue a	nd expenditur	e by municipa	al vote)A				
Vote Description	Ref	2017/18	2018/19	2019/20	Cı	urrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure by Vote	1									
Vote 01 - Executive & Council		10 219	10 116	9 411	12 646	13 279	13 279	11 003	10 937	11 484
01.1 - Council & Executive Administration		10 219	10 116	9 411	12 646	13 279	13 279	11 003	10 937	11 484
Vote 02 - Office Of The Municipal Manager		16 114	15 370	15 113	18 236	19 744	19 744	19 770	20 537	21 345
02.1 - Office Of The Municipal Manager		2 717	2 210	1 982	2 505	2 557	2 557	2 568	2 689	2 824
02.2 - Committee & Administration Services		1 298	962	510	1 381	1 073	1 073	1 507	1 602	1 672
02.3 - Internal Audit		3 035	2 442	2 843	3 611	3 827	3 827	3 611	3 814	3 972
02.4 - Communications		1 952	1 966	1 911	2 483	2 538	2 538	2 462	2 605	2 711
02.5 - Legal And Compliance		1 051	1 281	1 260	1 445	1 371	1 371	1 505	1 541	1 596
02.6 - Political Office Administration		3 179	3 473	3 158	3 882	4 805	4 805	4 820 2 118	4 844	4 995
02.7 - Youth Unit 02.8 - Risk Unit		1 930 950	2 158 878	2 411 1 038	1 845 1 085	2 440 1 133	2 440 1 133	1 179	2 189 1 253	2 266 1 308
Vote 03 - Budget & Treasury Office		16 764	20 319	18 533	23 584	22 216	22 216	23 336	23 915	24 617
03.1 - Finance Directorate 03.2 - Revenue & Expenditure		6 505 3 028	4 148 3 223	3 919 3 436	6 743 3 730	5 725 3 586	5 725 3 586	6 801 3 859	6 998 4 080	7 175 4 276
03.3 - Budget And Treasury Office		2 353	7 050	6 266	7 515	7 515	7 515	7 642	7 627	7 830
03.4 - Supply Chain Management		2 865	3 963	3 256	3 836	3 550	3 550	3 753	3 995	4 172
03.5 - Council Motor Vehicle Pool		2 013	1 935	1 656	1 761	1 841	1 841	1 282	1 215	1 163
Vote 04 - Administration		26 789	29 036	33 548	45 485	46 483	46 483	47 988	49 704	51 313
04.1 - Administration Directorate		2 094	1 663	1 689	2 027	2 081	2 081	1 990	2 113	2 241
04.2 - Information Systems		3 911	3 577	3 416	4 690	4 598	4 598	4 669	4 955	5 024
04.3 - Human Resource Management		3 508	4 353	4 183	5 450	5 530	5 530	5 789	5 971	6 140
04.4 - Office Support Services		7 772	9 632	10 999	13 174	13 194	13 194	13 313	13 991	14 495
04.5 - Environmental Protection		3 815	3 913	6 095	9 927	11 080	11 080	11 474	11 435	12 208
04.6 - Fire Fighting & Disaster Management		5 690	5 899	7 167	10 217	10 000	10 000	10 753	11 240	11 206
Vote 05 - Planning & Development		12 608	13 788	12 581	22 590	21 074	21 074	24 563	18 684	18 970
05.1 - Planning & Development Directorate		342	977	1 098	3 540	3 870	3 870	5 979	2 101	2 229
05.2 - Planning Unit - Pms Management		(14)	-	-	-	-	-	-	-	-
05.3 - Local Economic Development		3 729	5 019	4 880	7 503	7 521	7 521	7 023	5 632	5 326
05.4 - Planning Unit - Gis		1 663	1 627	1 169	2 421	2 629	2 629	1 989	1 877	1 961
05.5 - Planning Unit - Spacial Planning		2 124	1 535	1 345	3 278	2 090	2 090	3 413	3 578	3 736
05.6 - Tourism 05.7 - Planning Unit - Idp		3 671 1 093	3 242 1 389	2 487 1 603	3 782 2 067	2 843 2 121	2 843 2 121	3 834 2 324	3 371 2 126	3 494 2 224
· ·										
Vote 06 - Infrastructure Services		35 050	20 129	30 988	24 812	30 307	30 307	35 046	23 828	25 158
06.1 - Infrastructure Service Directorate		1 028	4 372 12 319	1 222 26 047	2 251 17 394	2 489 23 762	2 489 23 762	2 166 28 660	2 323 17 985	2 432 18 217
06.2 - Project Management & Advisory Service 06.3 - Infrastructure Service - Roads Maint		28 664 813	777	716	897	886	886	20 000	17 905	10 217
06.4 - Housing Administration		4 545	2 661	3 003	4 269	3 170	3 170	4 221	3 519	4 509
Vote 07 -		-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	_	-
Vote 09 -		-	-	-	-		-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-		-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	117 544	108 757	120 175	147 354	153 104	153 104	161 706	147 605	152 887
Surplus/(Deficit) for the year	2	7 274	24 617	20 025	(9 501)	(13 183)	(13 183)	(17 158)	(4 582)	(7 262)

DC9 Frances Baard - Table A4 Budgeted Financial Performance (revenue and expenditure)

DC9 Frances Baard - Table A4 Budgeted F	inan	cial Performa	nce (revenue	and expendit	ure)				ı		
Description	Ref	2017/18	2018/19	2019/20		Current Ye	ar 2020/21		2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	_
Service charges - electricity revenue	2	-	-	-	-	-	-	-	_	_	_
Service charges - water revenue	2	-	-	_	_	-	-	-	_	_	_
Service charges - sanitation revenue	2	-	-	_	_	-	-	-	_	_	_
Service charges - refuse revenue	2	-	_	_	_	-	-	-	_	_	_
Rental of facilities and equipment		1 003	858	603	1 000	1 000	1 000	565	200	200	200
Interest earned - external investments		5 830	6 729	7 399	5 750	5 750	5 750	4 795	7 150	7 150	7 150
Interest earned - outstanding debtors											
Dividends received											
Fines, penalties and forfeits											
Licences and permits											
Agency services											
Transfers and subsidies		117 699	123 192	124 350	130 702	132 771	132 771	128 937	137 078	135 553	138 155
Other revenue	2	286	75	7 853	400	400	400	215	120	120	120
Gains	_	_	-	(5)	-	-	-	_	-	120	-
Total Revenue (excluding capital transfers and		124 818	130 853	140 200	137 852	139 921	139 921	134 512	144 548	143 023	145 625
contributions)		.2.0.0	100 000		.0. 002	.00 02.					
Expenditure By Type											
Employee related costs	2	57 917	61 650	63 754	80 665	78 527	78 527	63 001	84 190	88 648	92 468
Remuneration of councillors		6 567	6 700	6 802	8 756	8 756	8 756	6 403	6 962	7 275	7 735
Debt impairment	3	88	-	3	50	50	50	11	10	10	10
Depreciation & asset impairment	2	3 877	3 105	3 801	3 706	3 706	3 706	3 615	3 648	3 277	2 609
Finance charges		451	204	-	-	-	-	-	-	-	-
Bulk purchases - electricity	2	-	-	-	-	-	-	- 004	- 0.400	4.570	1 622
Inventory consumed Contracted services	8	12 504	328 18 111	346 13 435	345 23 156	345 23 641	345 23 641	231 10 264	2 190 22 316	1 572 15 188	15 938
Transfers and subsidies		24 796	7 306	21 909	13 443	20 113	20 113	9 104	25 213	14 292	14 814
Other expenditure	4, 5	9 859	10 369	9 305	15 658	15 465	15 465	7 934	16 070	16 213	16 581
Losses	., 0	29	67	53	300	300	300	60	1 105	1 130	1 111
Total Expenditure		116 089	107 839	119 407	146 080	150 903	150 903	100 623	161 706	147 605	152 887
Surplus/(Deficit)		8 729	23 014	20 793	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262)
Transfers and subsidies - capital (monetary		0 125	23 014	20 193	(0 220)	(10 302)	(10 302)	33 000	(17 130)	(4 302)	(1 202)
allocations) (National / Provincial and District)		-	2 521	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private											
Enterprises, Public Corporatons, Higher Educational Institutions)	6										
Transfers and subsidies - capital (in-kind - all) Surplus/(Deficit) after capital transfers & contributions		8 729	25 535	20 793	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262
Taxation Surplus/(Deficit) after taxation		8 729	25 535	20 793	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262)
Attributable to minorities Surplus/(Deficit) attributable to municipality		8 729	25 535	20 793	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		8 729	25 535	20 793	(8 228)	(10 982)	(10 982)	33 888	(17 158)	(4 582)	(7 262)

Vote Description	Ref	2017/18	2018/19	2019/20		Current Ye	ar 2020/21		2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure - Vote						g					
Multi-year expenditure to be appropriated	2										
Vote 01 - Executive & Council		-	-	-	_	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		-	-	-	-	-	-	-	-	-	-
Vote 04 - Administration		-	-	-	-	-	-	-	-	-	-
Vote 05 - Planning & Development		-	-	_	-	-	-	-	_	-	-
Vote 06 - Infrastructure Services		-	-	_	-	-	-	-	_	-	-
Vote 07 -		-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	_	-	-	-	-	_	-	-
Vote 12 -		-	-	_	-	-	-	-	_	-	-
Vote 13 -		-	-	_	-	-	-	-	-	-	-
Vote 14 -		-	-	_	-	-	-	-	_	_	-
Vote 15 - Other	7	_	-	-	-	-	-	_		-	-
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	_
Single-year expenditure to be appropriated	2										
Vote 01 - Executive & Council		(3 209)	19	-	-	-	-	-	48	-	5
Vote 02 - Office Of The Municipal Manager		45	9	7	500	500	500	333	26	-	-
Vote 03 - Budget & Treasury Office		205	15	-	3 000	5 000	5 000	-	7 024	-	-
Vote 04 - Administration		346	3 283	942	5 230	6 611	6 611	590	5 063	400	-
Vote 05 - Planning & Development		3	17	-	-	-	-	-	18	-	-
Vote 06 - Infrastructure Services		3 238	5 852	18	11	15	15	-	-	-	-
Vote 07 -		-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	_	-	-	-	-	_	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	_	-	-
Vote 13 -		-	-	-	-	-	-	-	_	-	-
Vote 14 -		-	-	_	-	-	-	-	-	-	-
Vote 15 - Other		_	-	_	-	-	-	_	-	-	-
Capital single-year expenditure sub-total		627	9 195	967	8 740	12 126	12 126	923	12 179	400	5
Total Capital Expenditure - Vote		627	9 195	967	8 740	12 126	12 126	923	12 179	400	5
Capital Expenditure - Functional											
Governance and administration		(2 621)	1 384	948	6 002	8 214	8 214	894	8 336	400	5
Executive and council		(3 164)	19	-	500	500	500	333	48	-	5
Finance and administration		544	1 361	948	5 502	7 714	7 714	561	8 288	400	-
Internal audit		-	4	-	-	-	-	-	_	-	-
Community and public safety		4	1 897	-	2 478	3 178	3 178	-	3 764	-	-
Community and social services		-	1 897	-	2 478	3 178	3 178	-	3 764	-	-
Sport and recreation											
Public safety		4	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health											
Economic and environmental services		3 243	5 898	18	261	734	734	29	74	-	-
Planning and development		3 241	5 853	18	11	15	15	-	14	-	-
Road transport		2									
Environmental protection					050	740	740	00			_
Trading convices			45	-	250	719	719	29	61	-	
Trading services		-	45 -	-	250 -	719 -	719 -	29 -	61 -	-	-
Energy sources											-
Energy sources Water management											-
Energy sources Water management Waste water management											-
Energy sources Water management Waste water management Waste management		-	-	-					-		
Energy sources Water management Waste water management Waste management Other	3	-	- 16	1	-	-	-	-	- 5	-	-
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional	3	-	-	-		-			-	-	
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by:	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	- 5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government	3	-	- 16	1	-	-	-	-	- 5	-	-
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	- 5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	- 5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	<u> </u>
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	<u> </u>
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	<u> </u>
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	<u>-</u> 5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions,	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	<u>-</u> 5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher	3	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	<u>-</u> 5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)		627	- 16 9 195 -	- 967 -	- 8 740 -	- 12 126 -	- 12 126 -	- 923 -	5 12 179	- 400	5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) Transfers recognised - capital	4	- 627	- 16 9 195	_ _ 967	- 8 740	- 12 126	- 12 126	_ _ 923	5 12 179	- 400	<u>-</u> 5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) Transfers recognised - capital Borrowing		627	16 9 195 -	967	- 8740 - -	- 12 126 -	- 12 126 - -	923	5 12 179 -	- 400 -	5
Energy sources Water management Waste water management Waste management Other Total Capital Expenditure - Functional Funded by: National Government Provincial Government District Municipality Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) Transfers recognised - capital	4	627	- 16 9 195 -	- 967 -	- 8 740 -	- 12 126 -	- 12 126 -	- 923 -	5 12 179	- 400	5

Vote Description	Ref	2017/18	2018/19	2019/20		Current Ye	ear 2020/21		2021/22 Mediu	m Term Revenue Framework	& Expenditure
thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
apital expenditure - Municipal Vote											
Ilti-year expenditure appropriation	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
01.1 - Council & Executive Administration		-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	_
02.1 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-
02.2 - Committee & Administration Services		-	-	-	-	-	-	-	-	-	-
02.3 - Internal Audit 02.4 - Communications		-	-	-	-	-	-	-	-	-	-
02.5 - Legal And Compliance		_	_	-	_	_	_	-	_	_	_
02.6 - Political Office Administration		_	_	_	_	_	_	_	_	_	_
02.7 - Youth Unit		_	-	-	-	-	-	_	-	-	-
02.8 - Risk Unit		-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		_	_	_	-	_	_	-	-	-	_
03.1 - Finance Directorate		-	-	-	-	-	-	-	-	-	-
03.2 - Revenue & Expenditure		-	-	-	-	-	-	-	-	-	-
03.3 - Budget And Treasury Office		-	-	-	-	-	-	-	-	-	-
03.4 - Supply Chain Management 03.5 - Council Motor Vehicle Pool		-	-	-	-	-	-	-	-	_	_
		-	-	-	-	-	-	-			
Vote 04 - Administration		-	-	-	-	-	-	-	-	-	-
04.1 - Administration Directorate 04.2 - Information Systems		_	-	-	_	-	-	-	-	_	_
04.3 - Human Resource Management		_	_	_		_	_	_	_	_	_
04.4 - Office Support Services		_	_	_	_	_	_	_	_	_	_
04.5 - Environmental Protection		-	-	-	-	-	-	-	_	-	_
04.6 - Fire Fighting & Disaster Management		-	-	-	-	-	-	-	-	-	-
Vote 05 - Planning & Development		_	_	-	-	-	-	-	-	-	_
05.1 - Planning & Development Directorate		-	-	-	-	-	-	-	-	-	-
05.2 - Planning Unit - Pms Management		-	-	-	-	-	-	-	-	-	-
05.3 - Local Economic Development		-	-	-	-	-	-	-	-	-	-
05.4 - Planning Unit - Gis 05.5 - Planning Unit - Spacial Planning		_	_			_	-	-	-	_	-
05.6 - Tourism		_	_	_	_	_	_	_	_	_	_
05.7 - Planning Unit - Idp		-	-	_	_	-	_	_	-	-	-
Vote 06 - Infrastructure Services		_	_	-	_	_	-	_	_	_	_
06.1 - Infrastructure Service Directorate		-	-	-	-	-	-	-	-	-	-
06.2 - Project Management & Advisory Service		-	-	-	-	-	-	-	-	-	-
06.3 - Infrastructure Service - Roads Maint		-	-	-	-	-	-	-	-	-	-
06.4 - Housing Administration		-	-	-	-	-	-	-	-	-	-
Vote 07 -		-	-	-	_	-	_	-	_	-	-

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Vote 08 -		-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	_	-	_	-	-	-	_	-	-
Vote 15 - Other		_	_	_	_	_	_	_	_	_	_
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Capital expenditure - Municipal Vote											
Single-year expenditure appropriation	2										
Vote 01 - Executive & Council		(3 209)	19	-	-	-	-	-	48	-	5
01.1 - Council & Executive Administration		(3 209)	19	-	-	-	-	-	48	-	5
Vote 02 - Office Of The Municipal Manager		45	9	7	500	500	500	333	26	-	-
02.1 - Office Of The Municipal Manager 02.2 - Committee & Administration Services		- 3		-		_	-	_	_	_	-
02.3 - Internal Audit		-	4	_	_	_	_	_	_	_	_
02.4 - Communications		10	5	7	-	-	-	-	15	-	-
02.5 - Legal And Compliance		-	-	-	-	-	-	-	-	-	-
02.6 - Political Office Administration 02.7 - Youth Unit		30	_		500	500	500	333	_	_	
02.7 - 10uti 01iit 02.8 - Risk Unit		2	_		_	_	_	_	11	_	_
Vote 03 - Budget & Treasury Office		205	15	-	3 000	5 000	5 000	_	7 024	_	_
03.1 - Finance Directorate		-	-	-	-	-	-	_	24	_	_
03.2 - Revenue & Expenditure		50	-	-	-	-	-	-	-	-	-
03.3 - Budget And Treasury Office		151	4	-	3 000	5 000	5 000	-	5 000	-	-
03.4 - Supply Chain Management 03.5 - Council Motor Vehicle Pool		3 -	11			_	_	_	2 000	_	_
Vote 04 - Administration 04.1 - Administration Directorate		346	3 283	942	5 230	6 611	6 611	590 _	5 063	400	-
04.2 - Information Systems		305	790	877	1 200	1 450	1 450	510	1 018	400	_
04.3 - Human Resource Management		-	-	-	12	12	12	10	-	-	_
04.4 - Office Support Services		34	551	64	1 290	1 252	1 252	40	220	-	-
04.5 - Environmental Protection		2	45	-	250	719	719	29	61	-	-
04.6 - Fire Fighting & Disaster Management		4	1 897	-	2 478	3 178	3 178	-	3 764	-	-
Vote 05 - Planning & Development 05.1 - Planning & Development Directorate		3 -	17 1	-	-	-	-	-	18	-	-
05.2 - Planning & Development Directorate		_	_'	_	_	_	_	_	_	_	_
05.3 - Local Economic Development		-	-	-	-	-	-	-	-	-	-
05.4 - Planning Unit - Gis		3	-	-	-	-	-	-	-	-	-
05.5 - Planning Unit - Spacial Planning 05.6 - Tourism		-	- 16		_	-		_	14 5	_	
05.7 - Planning Unit - Idp		_	-	_	_	_	_	_	_	_	_
Vote 06 - Infrastructure Services		3 238	5 852	18	11	15	15	-	_	-	-
06.1 - Infrastructure Service Directorate		3 238	5 852	-	11	15	15	-	-	-	-
06.2 - Project Management & Advisory Service		-	-	-	-	-	-	-	-	-	-
06.3 - Infrastructure Service - Roads Maint 06.4 - Housing Administration		-	-	18	_	-	-	_	_	_	-
		-	-	-					-	-	-
Vote 07 -		-	-	-	-	-	-	-	_	_	-
Vote 08 -		-	-	-	-	-	-	-	-	_	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	_	-	_	-	-	-	_	-	-
Vote 15 - Other		-	_	_	_	_	_	-	_	_	_
Capital single-year expenditure sub-total		627	9 195	967	8 740	12 126	12 126	923	12 179	400	5
Total Capital Expenditure		627	9 195	967	8 740	12 126	12 126	923	12 179	400	5

DC9 Frances Baard - Table A6 Budgeted Financial Position

DC9 Frances Baard - Table A6 Budgeted F	inan	cial Position			ı				ı		
Description	Ref	2017/18	2018/19	2019/20		Current Ye	ar 2020/21		2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
ASSETS											
Current assets											
Cash		71	5 066	16 789	(3 991)	(54 629)	(54 629)	(7 605)	158 622	142 133	144 421
Call investment deposits	1	57 051	73 201	86 366	66 201	66 201	66 201	117 636	(80 609)	(57 071)	
Consumer debtors	1	862	1 875	2 644	12	12	12	4 292	2 633	2 623	2 613
Other debtors		9 291	13 921	18 422	11 569	11 569	11 569	21 291	11 674	13 759	15 728
Current portion of long-term receivables		819	868	873	868	868	868	873	873	873	873
Inventory	2	-	21	39	44	44	44	47	381	381	381
Total current assets		68 094	94 952	125 134	74 703	24 065	24 065	136 533	93 573	102 698	101 383
Non current assets											
Long-term receivables		7 560	7 593	6 334 563,80	7 593	7 593	7 593	6 335	6 335	6 335	6 335
Investments		_	_	_	_	_	_	_	_	_	_
Investment property		_	(14)	558	572	572	572	545	530	516	502
Investment in Associate			` '								
Property, plant and equipment	3	49 390	55 594	52 751	58 178	59 564	59 564	50 111	56 547	54 239	50 763
Biological											
Intangible		580	413	297	3 223	5 223	5 223	141	4 887	4 847	4 817
Other non-current assets		631	631	631	631	631	631	631	631	631	631
Total non current assets		58 161	64 217	60 571	70 197	73 583	73 583	57 762	68 929	66 568	63 047
TOTAL ASSETS		126 256	159 169	185 705	144 900	97 649	97 649	194 295	162 502	169 266	164 431
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	2 455	_	-	_	_	_	_	_	_	_
Consumer deposits	7	1	0	3	0	0	0	2	3	3	3
Trade and other payables	4	11 376	16 846	30 569	17 025	154 373	154 373	40 245	13 979	13 979	13 979
Provisions		8 490	11 258	11 049	12 529	12 529	12 529	12 815	13 940	15 535	17 273
Total current liabilities		22 322	28 104	41 622	29 554	166 902	166 902	53 062	27 922	29 518	31 255
Management Rabillation		-									
Non current liabilities											
Borrowing		- 20 400	24 004	23 774	20.004	20.004	20.004	- 02.457	- 00.044	24 477	24.042
Provisions Total non current liabilities		28 490 28 490	31 004 31 004	23 774	36 664 36 664	36 664 36 664	36 664 36 664	23 157 23 157	28 911 28 911	31 477 31 477	34 043 34 043
TOTAL LIABILITIES		50 812	59 108	65 396	66 218	203 566	203 566	76 219	56 833	60 994	65 298
NET ASSETS	5	75 444	100 061	120 309	78 683	(105 917)	(105 917)	118 076	105 670	108 272	99 133
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		49 508	73 852	94 214	62 143	62 775	62 775	127 277	78 993	81 859	72 984
Reserves	4	27 732	27 468	27 205	18 200	14 814	14 814	27 205	26 677	26 413	26 149
TOTAL COMMUNITY WEALTH/EQUITY	5	77 240	101 321	121 419	80 343	77 589	77 589	154 481	105 670	108 272	99 133

DC9 Frances Baard - Table A7 Budgeted Cash Flows

Description	Ref	2017/18	2018/19	2019/20		Current Ye	ar 2020/21		2021/22 Mediu	ım Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates									-	-	_
Service charges									-	-	_
Other revenue		-	-	-	3 834	3 834	3 834	238 275	7 320	14 320	7 320
Transfers and Subsidies - Operational	1	-	-	-	130 160	130 160	130 160	133 058	139 155	136 553	139 155
Transfers and Subsidies - Capital	1	-	-	-	2 543	2 543	2 543	-	_	-	_
Interest		-	-	-	-	-	-	-	7 150	7 150	7 150
Dividends									_	_	_
Payments											
Suppliers and employees		_	-	-	1 032	1 032	1 032	287 767	(152 632)	(139 492)	(145 397)
Finance charges									_	_	_
Transfers and Grants	1								_	_	_
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	-	137 569	137 569	137 569	659 100	993	18 531	8 228
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE									_	_	_
Decrease (increase) in non-current receivables		7 560	33	(1 258)	1 258	_	_	_	1 258	_	_
Decrease (increase) in non-current investments		-	-	(1200)	- 1200	_	_	_	-	_	_
Payments											
Capital assets		_	_	_	(8 740)	(8 740)	(8 740)	(297)	(12 179)	(400)	(5)
NET CASH FROM/(USED) INVESTING ACTIVITIES		7 560	33	(1 258)	(7 482)	(8 740)	(8 740)	(297)	(10 921)	, ,	
CASH FLOWS FROM FINANCING ACTIVITIES				, ,	` ,	` ,	` ′	, ,	, ,	` '	``
Receipts											
Short term loans										_	
Borrowing long term/refinancing									_	_	_
Increase (decrease) in consumer deposits		(1)	0	(3)	3	_		2	- 3	_	_
Payments		(1)	U	(3)	3	-	-	2	3	_	_
Repayment of borrowing											
NET CASH FROM/(USED) FINANCING ACTIVITIES		(1)	0	(3)	3	_	_	2	- 3	-	_
, ,	1	` ,								-	
NET INCREASE/ (DECREASE) IN CASH HELD		7 559	33	(1 262)		128 828	128 828	658 805	(9 925)		8 222
Cash/cash equivalents at the year begin:	2	96 049	57 122	78 267	73 946	73 946	73 946	-	8 370	(1 555)	16 577
Cash/cash equivalents at the year end:	2	103 608	57 155	77 006	204 036	202 774	202 774	658 805	(1 555)	16 577	24 799

DC9 Frances Baard - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2017/18	2018/19	2019/20		Current Ye	ar 2020/21		2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Cash and investments available											
Cash/cash equivalents at the year end	1	103 608	57 155	77 006	204 036	202 774	202 774	658 805	(1 555)	16 577	24 799
Other current investments > 90 days		(46 486)	21 112	26 150	(141 826)	(191 202)	(191 202)	(548 775)	79 567	68 485	56 990
Non current assets - Investments	1	-	-	-	-	-	-	-	_	_	_
Cash and investments available:		57 122	78 267	103 156	62 210	11 572	11 572	110 030	78 013	85 062	81 789
Application of cash and investments											
Unspent conditional transfers		207	92	1 660	-	-	_	2 099	70	70	70
Unspent borrowing		-	-	_	_	-	_		_	_	_
Statutory requirements	2										
Other working capital requirements	3	6 566	6 783	18 905	(42 376)	94 972	94 972	(9 733 420)	(468 267)	(1 012 677)	(560 546)
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	_	-	_
Reserves to be backed by cash/investments	5	27 732	27 468	27 205	18 200	14 814	14 814	27 205	26 677	26 413	26 149
Total Application of cash and investments:		34 505	34 344	47 770	(24 176)	109 786	109 786	(9 704 116)	(441 520)	(986 194)	(534 327)
Surplus(shortfall)		22 617	43 923	55 385	86 386	(98 214)	(98 214)	9 814 147	519 533	1 071 256	616 116

- References

 1. Must reconcile with Budgeted Cash Flows
- 2. For example: VAT, taxation
- 3. Council approval for policy required include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)
- 4. For example: sinking fund requirements for borrowing
- 5. Council approval required for each reserve created and basis of cash backing of reserves

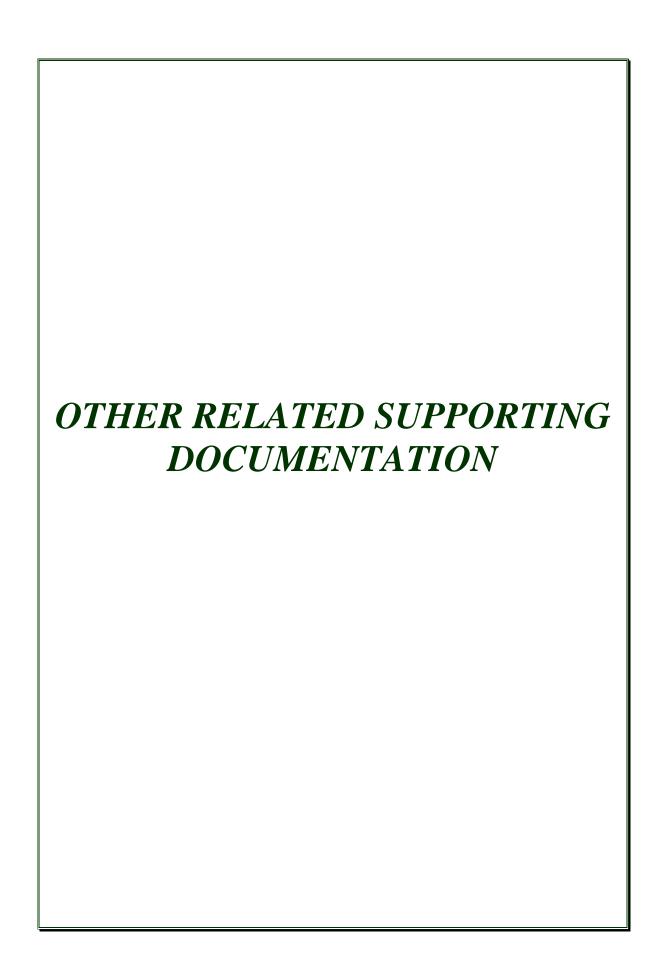
Other working capital requirements										
Debtors	-	-	-	52 504	52 504	52 504	9 752 908	472 172	1 016 582	564 451
Creditors due	6 566	6 783	18 905	10 128	147 476	147 476	19 488	3 905	3 905	3 905
Total	(6 566)	(6 783)	(18 905)	42 376	(94 972)	(94 972)	9 733 420	468 267	1 012 677	560 546
<u>Debtors collection assumptions</u>										
Balance outstanding - debtors	17 714	23 389	27 401	19 174	19 174	19 174	31 918	20 641	22 717	24 675
Estimate of debtors collection rate	0,0%	0,0%	0,0%	273,8%	273,8%	273,8%	30556,6%	2287,5%	4475,0%	2287,5%
Long term investments committed								,		
Balance (Insert description; eg sinking fund)										
		-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments										
Housing Development Fund	_	_	_	_	_	_	_	_	_	_
Capital replacement	7 957	7 957	7 957	(783)	(4 169)	(4 169)	7 957	7 957	7 957	7 957
Self-insurance	-	-	-	-	-	-	-	-	-	-
Other reserves	-	-	_	-	-	-	_	-	-	-
Revaluation	19 775	19 511	19 247	18 983	18 983	18 983	19 247	18 720	18 456	18 192
	27 732	27 468	27 205	18 200	14 814	14 814	27 205	26 677	26 413	26 149

DC9 Frances Baard - Table A9 Asset Management										
Description	Ref	2017/18	2018/19	2019/20	Cı	urrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CAPITAL EXPENDITURE										
Total New Assets	1	81	455	261	4 109	5 408	5 408	4 368	400	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	_	-	-	-	-	_	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	_	-	-	-	-	_	-
Rail Infrastructure		-	-	-	-	-	-	-	_	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	_	-	-	_	_	-	_
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	_	-	-	_	_	-	_
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	_	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		_	_	_	_	_	_	_	_	_
Investment properties		-	-	-	-	-	-	-	_	-
Operational Buildings		-	-	-	2 365	3 065	3 065	3 065	_	-
Housing		-	-	-	-	-	-	-	_	-
Other Assets		-	-	-	2 365	3 065	3 065	3 065	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	_	-
Servitudes		-	-	_	_	-	_	_	_	-
Licences and Rights		-	-	-	-	-	-	-	_	-
Intangible Assets		-	-	_	_	_	_	_	-	-
Computer Equipment		81	-	170	1 110	1 260	1 260	872	_	-
Furniture and Office Equipment		-	455	5	509	509	509	74	_	-
Machinery and Equipment		-	-	86	125	574	574	357	400	-
Transport Assets		-	-	-	-	-	-	-	_	-
Land		-	-	-	-	-	-	-	_	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	-	-	-	3 060	5 060	5 060	7 083	-	-
Roads Infrastructure		-	-	_	-	-	-	-	_	-
Storm water Infrastructure		-	-	-	-	-	-	_	_	-
Electrical Infrastructure		-	-	_	-	-	-	-	_	-
Water Supply Infrastructure		-	-	-	-	-	-	_	_	-
Sanitation Infrastructure		-	-	-	-	-	-	-	_	-
Solid Waste Infrastructure		-	-	-	-	-	-	_	_	-
Rail Infrastructure		-	-	-	-	-	-	-	_	-
Coastal Infrastructure		-	-	_	-	-	_	-	_	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	_	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	_	-
Sport and Recreation Facilities								_		
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	_	-
Revenue Generating		-	-	-	-	-	-	_	_	-
Non-revenue Generating		-	-	-	-	-	-	_	_	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	_
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	_	-
Servitudes		-	-	_	-	-	-	-	_	-
Licences and Rights		_	-	-	3 000	5 000	5 000	5 000	_	_
Intangible Assets		-	-	-	3 000	5 000	5 000	5 000	-	-
Computer Equipment		-	-	-	-	-	-	-	_	-
Furniture and Office Equipment		-	-	-	-	-	-	5	_	-
Machinery and Equipment		-	-	-	60	60	60	78	_	-
Transport Assets		-	-	-	-	-	-	2 000	_	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	_	-	-		-	-	-

Total Upgrading of Existing Assets	6	546	8 740	705	1 572	1 658	1 658	729	_	5
Roads Infrastructure	0	340	0 740	703	1 3/2	1 030	1 030	129	_	3
Storm water Infrastructure		_	_	_	_	_	_	_	_	_
		_	_	_	_	_	_	_	_	-
Electrical Infrastructure		_	_	_		_	_	_	_	-
Water Supply Infrastructure		_	_	-	-	-	_	-	_	-
Sanitation Infrastructure		_	_	_	-	-	_	-	-	-
Solid Waste Infrastructure		_	-	-	_	-	-	_	-	-
Rail Infrastructure		-	-	-	-	-	-	_	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		_	-	_	_	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	_	_	-	-
Sport and Recreation Facilities		-	-	-	_	-	_	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	_	-	-	_	_	_	_	-
Revenue Generating		-	_	-	_	-	_	_	_	-
Non-revenue Generating		_	_	_	_	_	_	_	_	_
Investment properties		_	-	_	-	-	_	_	-	_
Operational Buildings		_	5 394	_	1 000	1 000	1 000	_	_	_
Housing		_	_	_	_	_	_	_	_	_
Other Assets		_	5 394	_	1 000	1 000	1 000	_	_	_
Biological or Cultivated Assets		_	_	_	-	-	_	_	_	_
Servitudes		_	_	_	_	_	_	_	_	_
		149	_	_	_	_	_	_	_	_
Licences and Rights		149								
Intangible Assets		196	636	- 621	- 30	130	130	- 98	_	
Computer Equipment									_	
Furniture and Office Equipment		81	801	64	49	40	40	51	_	5
Machinery and Equipment		120	129	21	493	488	488	580	_	-
Transport Assets		-	1 780	-	-	-	-	-	_	-
Land		-	-	-	-	_	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-		-	-	-	-	_
Total Capital Expenditure	4	627	9 195	967	8 740	12 126	12 126	12 179	400	5
		_	_	-	_	_	-	-	-	_
Roads Infrastructure		-				-				
Roads Infrastructure Storm water Infrastructure		- - -						-		
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure		- - -	- - -	- - -	- - -	- -	- - -	- - -	- - -	
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure		- - -	- - - -	-	- - - -	- - -	- - - -	- - - -	- - - -	- - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure		- - - -	- - -		- - - -	- - - -	- - - -	- - - -	- - -	- - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure		- - - - -	- - - - -		- - - - -	- - - -	- - - - -	- - - - -	- - - - -	- - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure		- - - - -	- - - - - -	-	- - - - -	- - - - -	- - - - -	- - - - -	- - - -	- - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure		- - - - - -	- - - - - -	-	- - - - - -	- - - - -	- - - - - -	- - - - - -	- - - - - -	-
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Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets		- - -	- - - - - - - - - - - - - - - - - - -			- - - - - - - - -	- - - - - - - - - -	- - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Information Facilities Sport and Recreation Facilities Community Assets		- - -	- - - - - - - - - - - - - - - - - - -	1	- - - - - - - - - - - - - - - - - - -		- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets		- - - -	- - - - - - - - - - - - - - - - - - -			-	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating		- - - -	- - - - - - - - - - - - - - - - - - -	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	-
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating		- - - - - -	- - - - - - - - - - - - - - - - - - -		- - - - - - - - - - - - - - - - - - -		-	- - - - - - - - - - - - - - - - - - -	-	-
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Salid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties		- - - - - - -	- - - - - - - - - - - - - - - - - - -			- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	-
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Sanitation Infrastructure Salid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings		- - - - - - -	- - - - - - - - - - - - - - - - - - -		- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanilation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Information and Communication Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets		- - - - - - - -	- - - - - - - - - - - - - - - - - - -		- - - - - - - - - - - 3 3 365	- - - - - - - - - - - - - 4 065	- - - - - - - - - - - - - 4 065	- - - - - - - - - - - - 3 065	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Information Facilities Sport and Recreation Facilities Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets			- - - - - - - - - - 5 394	1	- - - - - - - - - 3 365	- - - - - - - - - - - 4 065	- - - - - - - - - - - - - 4 065	- - - - - - - - - - - - 3 065	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes			- - - - - - - - - 5 394		- - - - - - - - - 3 365	4 065	4 065	3 065	- - - - - - - - - - - - - - - - - - -	-
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Salitation Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Information Enditities Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights		- - - - - - - - - - - 149				4 065 5 000	4 065 5 000		-	
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Salid Waste Infrastructure Rail Infrastructure Rail Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights Intangible Assets		- - - - - - - - - - - 149					4 065 5 000 5 000			
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Sanitation Infrastructure Salid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights Intangible Assets Computer Equipment		- - - - - - - - - - - 149 149 276	5 394 636	- - - - - - - - - - - - - - - - - - -	3 365 3 000 3 000 1140		4 065 5 000 1 390	3 065 5 000 970	- - - - - - - - - - - - - - - - - - -	
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Sanitation Infrastructure Salid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights Intangible Assets Computer Equipment Furniture and Office Equipment		- - - - - - - - - 149 149 276 81	5 394 636 1 256	- - - - - - - - - - - - - - - - - - -			4 065 5 000		- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Sanitation Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Information and Communication Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment		- - - - - - - - - 149 149 276 81		- - - - - - - - - - - - - - - - - - -					- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Information Enditities Sport and Recreation Facilities Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets		- - - - - - - - - 149 276 81 120		- - - - - - - - - - - - - - - - - - -					- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Salitation Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Infrastructure Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets Land		- - - - - - - - 149 149 276 81 120							- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -
Roads Infrastructure Storm water Infrastructure Electrical Infrastructure Water Supply Infrastructure Sanitation Infrastructure Solid Waste Infrastructure Rail Infrastructure Coastal Infrastructure Information and Communication Infrastructure Information Enditities Sport and Recreation Facilities Community Facilities Sport and Recreation Facilities Community Assets Heritage Assets Revenue Generating Non-revenue Generating Investment properties Operational Buildings Housing Other Assets Biological or Cultivated Assets Servitudes Licences and Rights Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets		- - - - - - - - - 149 276 81 120		- - - - - - - - - - - - - - - - - - -					- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -

1	ı								ı	
ASSET REGISTER SUMMARY - PPE (WDV)	5	39 967	41 896	40 643	47 877	51 263	51 263	60 412	58 051	54 530
Roads Infrastructure										
Storm water Infrastructure										
Electrical Infrastructure										
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure										
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										
Infrastructure		-	-	-	-	-	-	-	-	-
Community Assets		171	(57)	58	(5 338)	(5 338)	(5 338)	21	(20)	(33)
Heritage Assets		631	631	631	631	631	631	631	631	631
Investment properties		_	(14)	558	572	572	572	530	516	502
' '										
Other Assets		27 624	26 856	22 459	31 644	32 344	32 344	36 612	35 593	34 573
Biological or Cultivated Assets										
Intangible Assets		580	413	297	3 223	5 223	5 223	4 887	4 847	4 817
Computer Equipment		1 273	1 468	1 725	2 374	2 624	2 624	1 633	1 736	1 578
Furniture and Office Equipment		1 076	1 515	1 606	1 787	1 778	1 778	1 891	1 632	1 900
Machinery and Equipment		1 062	4 646	4 038	4 934	5 379	5 379	3 796	2 897	455
Transport Assets		3 378	2 263	1 315	(65)	(65)	(65)	2 456	2 263	2 152
Land		4 172	4 175	7 955	8 114	8 114	8 114	7 955	7 955	7 955
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	39 967	41 896	40 643	47 877	51 263	51 263	60 412	58 051	54 530
EXPENDITURE OTHER ITEMS		6 948	6 696	8 624	12 482	12 410	12 410	10 116	10 039	9 518
Depreciation	7	3 877	3 105	3 801	3 706	3 706	3 706	3 648	3 277	2 609
Repairs and Maintenance by Asset Class	3	3 071	3 591	4 823	8 776	8 704	8 704	6 468	6 763	6 909
Roads Infrastructure	•	-	-	-	-	-	-		-	-
Storm water Infrastructure		_	_	_	_	_	_	_	_	_
Electrical Infrastructure		_	_	_	_	_	_	_	_	_
Water Supply Infrastructure		_		_	_	_		_	_	_
Sanitation Infrastructure		_	_	_	_	_	_	_	_	_
Solid Waste Infrastructure		_	_		_	_	_	_	_	_
		_	_	-	-	_	_		-	_
Rail Infrastructure		-	_	-	-		_	-		
Coastal Infrastructure		-	-	-	_	-	-	-	- 40	-
Information and Communication Infrastructure		38 38	53 53	15 15	90 90	40 40	40 40	40 40	42	45 45
Infrastructure									42	
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	_	_	_	-	_	_	-	_
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	_	_	_	-	-	-	-	_
Investment properties		_	-	-	_	-	-	-	-	
Operational Buildings		330	568	1 679	3 135	3 055	3 055	3 079	3 231	3 255
Housing		-	-	_	-	-	-	-	-	
Other Assets		330	568	1 679	3 135	3 055	3 055	3 079	3 231	3 255
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
1	1	1 940	2 086	2 268	4 400	4 400	4 400	2 541	2 645	2 736
Licences and Rights					4 400	4 400	4 400	2 541	2 645	2 736
Intangible Assets		1 940	2 086	2 268						
Intangible Assets Computer Equipment		1 940 19	6	4	20	20	20	20	20	20
Intangible Assets		1 940		2 268 4 409						20
Intangible Assets Computer Equipment		1 940 19 423 274	6	4 409 332	20	20 589 374	20	20 499 260	20	20 538 283
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets		1 940 19 423	6 400	4 409	20 549	20 589	20 589	20 499	20 520	20 538 283 33
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment		1 940 19 423 274	6 400 253	4 409 332	20 549 356	20 589 374	20 589 374	20 499 260	20 520 272	20 538 283
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets		1 940 19 423 274 48	6 400 253	4 409 332	20 549 356	20 589 374 225	20 589 374	20 499 260	20 520 272	20 538 283 33
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets Land Zoo's, Marine and Non-biological Animals		1 940 19 423 274 48 -	6 400 253 224 - -	4 409 332 117 - -	20 549 356 225 - -	20 589 374 225 - -	20 589 374 225 - -	20 499 260 30 - -	20 520 272 32 - -	20 538 28: 3: -
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets Land		1 940 19 423 274 48	6 400 253 224 -	4 409 332 117 -	20 549 356 225	20 589 374 225	20 589 374 225 -	20 499 260	20 520 272	20 538 28: 3: -
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets Land Zoo's, Marine and Non-biological Animals TOTAL EXPENDITURE OTHER ITEMS		1 940 19 423 274 48 -	6 400 253 224 - -	4 409 332 117 - -	20 549 356 225 - -	20 589 374 225 - -	20 589 374 225 - -	20 499 260 30 - -	20 520 272 32 - -	20 538 28: 3: -
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets Land Zoo's, Marine and Non-biological Animals TOTAL EXPENDITURE OTHER ITEMS		1 940 19 423 274 48 - - 6 948	6 400 253 224 - - 6 696	4 409 332 117 - - 8 624	20 549 356 225 - - 12 482	20 589 374 225 - - 12 410	20 589 374 225 - - - 12 410	20 499 260 30 - - 10 116	20 520 272 32 - - 10 039	20 534 28: 3: - - 9 514
Intangible Assets Computer Equipment Furniture and Office Equipment Machinery and Equipment Transport Assets Land Zoo's, Marine and Non-biological Animals TOTAL EXPENDITURE OTHER ITEMS Renewal and upgrading of Existing Assets as % of total capex		1 940 19 423 274 48 - - - 6 948	6 400 253 224 - - 6 696 95,1%	4 409 332 117 - - 8 624 73,0%	20 549 356 225 - - 12 482 53,0%	20 589 374 225 - - - 12 410	20 589 374 225 - - 12 410 55,4%	20 499 260 30 - - 10 116	20 520 272 32 - - 10 039	20 538 283 33 - - 9 518

DC9 Frances Baard - Table A10 Basic service delivery measurement		2017/18	2018/19	2019/20	С	urrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
Description	Ref	Outcome	Outcome	Outcome	Original	Adjusted	Full Year	Budget Year	Budget Year +1	Budget Year +2
Household service targets	1				Budget	Budget	Forecast	2021/22	2022/23	2023/24
Water: Piped water inside dwelling		_	_	_	_	_		_	_	_
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	_	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level) Minimum Service Level and Above sub-total	4	-			-	_		-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level) No water supply	4	-	-	_		-	-	-	_	_
Below Minimum Service Level sub-total			-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage: Flush toilet (connected to sewerage)		_	_	_	_	_	_	_	_	_
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet Pit toilet (ventilated)		-	-	-		-	-	-	_	-
Other toilet provisions (> min.service level)		-	-	_	_	-	_	_	_	_
Minimum Service Level and Above sub-total		-	- 1	-	-	- 1	-	-	-	-
Bucket toilet Other toilet provisions (< min.service level)		-	-	_	_	_	_	-	_	_
No toilet provisions			-	-	-	-	-		-	-
Below Minimum Service Level sub-total Total number of households	5	-			-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level) Minimum Service Level and Above sub-total		-			-	-		-	-	
Electricity (< min.service level)		-	-	_	-	-	_	-	_	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	_
Other energy sources Below Minimum Service Level sub-total		-			-	_		-	_	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week Minimum Service Level and Above sub-total		-	-	-	-	-	_	_	_	_
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump Using own refuse dump		-	-	-	-	-	_	-	_	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal Below Minimum Service Level sub-total		-	-		-	-		-	-	
Total number of households	5	-		-	-	-	_	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service) Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	_	_	-	_	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households) Electricity/other energy (50kwh per indigent household per month)		-		_	-	-	_	-	_	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000) Total cost of FBS provided		_ 			-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month) Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month) Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)										
Water (in excess of 6 kilolitres per indigent household per month)		_		_	_	_	_	_	_	_
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month) Refuse (in excess of one removal a week for indigent households)		-	-	_	-	-	_	-	_	-
Municipal Housing - rental rebates										
Housing - top structure subsidies Other	6									
Total revenue cost of subsidised services provided		-	-	-	-	-	-	-	-	-



Description	Ref	2017/18	2018/19	2019/20		Current Ye	ear 2020/21		2021/22 Mediu	m Term Revenue Framework	& Expenditu
·		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year 2023/24
Rthousand											
REVENUE ITEMS:	١.										
Property rates	6										
Total Property Rates											
Less Revenue Foregone (exemptions, reductions and rebates and impermissable values in excess of section											
17 of MPRA)											
•		_						_	_		
Net Property Rates		-	-	-	-	-	-	-	-	-	
Service charges - electricity revenue	6										
Total Service charges - electricity revenue											
Less Revenue Foregone (in excess of 50 kwh per indigent											
household per month)											
Less Cost of Free Basis Services (50 kwh per indigent											
household per month)		-	-	-	-	-	-		-	-	
Net Service charges - electricity revenue		_	_	_	_	_	_	_	_	_	
• •	l . l										
Service charges - water revenue	6										
Total Service charges - water revenue											
Less Revenue Foregone (in excess of 6 kilolitres per											
indigent household per month)											
Less Cost of Free Basis Services (6 kilolitres per											
indigent household per month)		-	-	-	-	-	_			-	
Net Service charges - water revenue		-	-	-	-	-	-	-	-	-	
Service charges - sanitation revenue											
Total Service charges - sanitation revenue											
Less Revenue Foregone (in excess of free sanitation											
service to indigent households)											
Less Cost of Free Basis Services (free sanitation service											
to indigent households)		-	-	-	-	-	-		-	-	
Net Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	
Service charges - refuse revenue	6										
Total refuse removal revenue	1 0										
Total landfill revenue											
Less Revenue Foregone (in excess of one removal a week											
to indigent households)											
Less Cost of Free Basis Services (removed once a week											
to indigent households)		_	-	-	-	_	_		_	-	
Net Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	
Other Revenue by source											
Fuel Levy											
Other Revenue		286	75	7 853	400	400	400	215	120	120	
Total 'Other' Revenue	1	286	75	7 853	400	400	400	215	120	120	
EXPENDITURE ITEMS: Employee related costs											
Basic Salaries and Wages	2	40 232	41 074	43 795	53 946	51 273	51 273	44 052	56 959	60 658	63
	-										
Pension and UIF Contributions		5 853	5 352	5 706	7 261	7 005	7 005	5 786	7 738	8 278	8
Medical Aid Contributions		1 810	2 406	2 330	2 396	2 405	2 405	2 308	2 402	2 402	2
Overtime		196	211	189	639	639	639	185	658	419	
Performance Bonus		2 987	3 063	2 936	4 108	3 866	3 866	2 980	4 323	4 594	4
Motor Vehicle Allowance		3 652	3 204	2 955	3 530	4 590	4 590	2 856	4 938	4 938	4
Cellphone Allowance		205	268	291	314	375	375	305	445	445	
Housing Allowances		371	431	435	424	451	451	433	433	433	
Other benefits and allowances		1 279	457	493	2 465	578	578	561	637	681	
Payments in lieu of leave		736	1 382	1 689	1 210	2 841	2 841	2 421	2 619	2 796	2
Long service awards		291	(16)	20	355	355	355	_	_	_	
Post-retirement benefit obligations	4	305	3 818	2 914	4 016	4 149	4 149	1 113	3 039	3 006	3
sub-total	5	57 917	61 650	63 754	80 665	78 527	78 527	63 001	84 190	88 648	92
Less: Employees costs capitalised to PPE		37 317	01 000	03 / 34	00 000	10 321	10 321	03 00 1	04 190	00 040	92
Love. Employous ousla capitalised to FFE	1		61 650		80 665	78 527	78 527	63 001	84 190	88 648	92
Total Employee related costs	1	57 917		63 754							

Depreciation & asset impairment	1 1	1						l			ĺ
Depreciation of Property, Plant & Equipment		3 711	2 938	3 685	3 617	3 617	3 617	3 514	3 332	3 237	2 578
Lease amortisation		166	167	116	89	89	89	100	316	40	31
Capital asset impairment		-	_	-	-	-	-	-	-	-	-
Total Depreciation & asset impairment	1	3 877	3 105	3 801	3 706	3 706	3 706	3 615	3 648	3 277	2 609
Bulk purchases - electricity											
Electricity bulk purchases											
Total bulk purchases	1	-	-	-	-	-	-	-	-	-	-
Transfers and grants											
Cash transfers and grants		1 880	250	1 096	2 343	2 043	2 043	2 023	3 158	3 632	4 133
Non-cash transfers and grants		22 916	7 056	20 814	11 101	18 070	18 070	7 081	22 055	10 660	10 681
Total transfers and grants	1	24 796	7 306	21 909	13 443	20 113	20 113	9 104	25 213	14 292	14 814
Contracted services											
Outsourced Services		4 553	5 222	4 750	7 274	7 582	7 582	4 041	5 082	4 921	5 087
Consultants and Professional Services		6 072	10 275	5 493	8 712	8 346	8 346	3 468	6 046	3 947	4 459
Contractors		1879	2 614	3 192	7 170	7 713	7 713	2 756	11 189	6 320	6 391
Total contracted services		12 504	18 111	13 435	23 156	23 641	23 641	10 264	22 316	15 188	15 938
		12 304	10 111	13 433	23 130	23 041	23 041	10 204	22 310	13 100	13 930
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions											
Audit fees		1 929	2 009	1 984	2 600	2 600	2 600	1 924	2 800	2 800	2 800
Other Expenditure		7 930	8 360	7 320	13 058	12 865	12 865	6 010	13 270	13 413	13 781
Total 'Other' Expenditure	1	9 859	10 369	9 305	15 658	15 465	15 465	7 934	16 070	16 213	16 581
								1			1
by Expenditure Item	8										
Employee related costs			4		-	5	5		-	-	-
Inventory Consumed (Project Maintenance) Contracted Services		3 064	3 573	4 812	5 8 766	8 694	8 694	4 348	5 6 458	5 6 752	5 6 898
Other Expenditure		3 064	35/3	4 812	8 /66	8 694	8 694	4 348	6 458	6 /52	6 898
Total Repairs and Maintenance Expenditure	9	3 071	3 588	4 823	8 771	8 699	8 699	4 348	6 463	6 757	6 904
Total Repairs and Maintenance Expenditure	9	30/1	3 300	4 023	0//1	0 099	0 099	4 340	6 463	0 / 5/	6 904
Inventory Consumed											
Inventory Consumed - Water		_	_	_	_	_	_	_	_	_	_
Inventory Consumed - Other		_	328	346	345	345	345	231	2 190	1 572	1 622
Total Inventory Consumed & Other Material		_	328	346	345	345	345	231	2 190	1 572	1 622
. otal mitorior, concumou a other material		_	020	040	040	040	040	201	2 150	1072	1 022

DC9 Frances Baard - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept

DC9 Frances Baard - Supporting Table SA2	z IVIa													11.1.10			
Description	Ref	Vote 01 - Executive & Council	Vote 02 - Office Of The Municipal Manager	Vote 03 - Budget & Treasury Office	Vote 04 - Administration	Vote 05 - Planning & Development	Vote 06 - Infrastructure Services	Vote 07 -	Vote 08 -	Vote 09 -	Vote 10 -	Vote 11 -	Vote 12 -	Vote 13 -	Vote 14 -	Vote 15 - Other	Total
R thousand	4		manager	Office													
Revenue By Source																	
Property rates		_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_
Service charges - electricity revenue																	
Service charges - water revenue		_	_		_	_	_	_	_	_	_	_	_	_		_	_
Service charges - water revenue Service charges - sanitation revenue					1												
Service charges - refuse revenue		_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_
Rental of facilities and equipment				200	_	_	_				_	_	_	_	_	_	200
Interest earned - external investments		_	_	7 150				_	_	_			_			_	7 150
Interest earned - outstanding debtors		_	_	7 130		_	_	_	_	_	_	_	_	_		_	7 130
Dividends received		_	_			_		_	_	_						_	_
Fines, penalties and forfeits		_	_		_			_	_	_			_			_	_
Licences and permits		_	_					_	_	_	_			_		_	_
Agency services					1 - [_
Other revenue				120													120
Transfers and subsidies		_	_	129 166	259	4 000	3 653	_	_	_						_	137 078
Gains				123 100	255	4 000	3 000										137 070
Total Revenue (excluding capital transfers and contrib	hutio		_	136 636	259	4 000	3 653		_		_	_	_	_	_	_	144 548
l ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' '						4 000	0 000										144 646
Expenditure By Type																	
Employee related costs		1 239	16 462	15 749	28 008	12 719	10 014										84 190
Remuneration of councillors		6 962	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6 962
Debt impairment		10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Depreciation & asset impairment		37	47	626	2 793	56	88	-	-	-	-	-	-	-	-	-	3 648
Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory consumed		-	-	2 190	-	-	-	-	-	-	-	-	-	-	-	-	2 190
Contracted services		516	1 174	1 330	5 870	9 985	3 442	-	-	-	-	-	-	-	-	-	22 316
Transfers and subsidies		-	120	100	3 758	135	21 100	-	-	-	-	-	-	-	-	-	25 213
Other expenditure		2 211	1 595	3 739	6 599	1 556	371	-	-	-	-	-	-	-	-	-	16 070
Losses			0	1 100	4	1	0	-	-	-	-	-	-	-	-	-	1 105
Total Expenditure		10 976	19 397	24 834	47 032	24 452	35 015	-	-	-	-	-	-	-	-	-	161 706
Surplus/(Deficit)		(10 976)	(19 397)	111 802	(46 773)	(20 452)	(31 362)	-	-	-	-	-	-	-	-	-	(17 158)
Transfers and subsidies - capital (monetary allocations)																	
(National / Provincial and District)							-										-
L																	
Transfers and subsidies - capital (monetary allocations)																	
(National / Provincial Departmental Agencies,																	
Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)																	
Transfers and subsidies - capital (in-kind - all)																	_
Surplus/(Deficit) after capital transfers &		(10 976)	(19 397)	111 802	(46 773)	(20 452)	(31 362)		_	_	-	_	-	_	_	_	(17 158)
Surplus/(Delicit) after capital transfers &		(10 9/6)	(19 397)	111 802	(40 //3)	(20 452)	(31 362)	-	_	_		_	-	_	-	-	(11 138)

DC9 Frances Baard - Supporting Table SA3 Supporting	ing d	etail to 'Budg	eted Financia	I Position'							
Description	Ref	2017/18	2018/19	2019/20		Current Ye				m Term Revenue Framework	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
ASSETS Consumer debtors											
Consumer debtors Less: Provision for debt impairment Total Consumer debtors	2	960 (88) 862	1 963 (88) 1 875	2 733 (88) 2 644	12 - 12	12	12	4 380 (88) 4 292	2 731 (98) 2 633	2 731 (108) 2 623	2 731 (118) 2 613
Debt impairment provision Balance at the beginning of the year	1	-	(88)	(88)	(91)	(91)	(91)	(88)	(88)	(98)	(108)
Contributions to the provision Bad debts written off		(88)	1	- 1	91	91	91	- 1	(10)	(10)	(10) - (118)
Balance at end of year Inventory		(88)	(88)	(88)	-	-	-	(88)	(98)	(108)	(118)
Water Opening Balance System Input Volume		-	-	-	-	-	-	-	-	-	-
System Input Volume Water Treatment Works Bulk Purchases							-				-
Natural Sources Authorised Consumption	6										
Billed Authorised Consumption Billed Metered Consumption	ľ	-					-		-	-	
Free Basic Water Subsidised Water											
Revenue Water Billed Unmetered Consumption		-	-	-		-	-	-	-	-	-
Free Basic Water Subsidised Water											
Revenue Water UnBilled Authorised Consumption		-	-	-		-	_	-	-	-	
Unbilled Metered Consumption Unbilled Unmetered Consumption Water Losses		-		-	-	-	_	-		-	-
Apparent losses		1	- 1	- 1	- 1	- 1		- 1	Ī	- 1	- 1
Customer Meter Inaccuracies Real losses		-	-	-	-	-	-	-	-	-	_
Leakage on Transmission and Distribution Mains Leakage and Overflows at Storage Tanks/Reservoirs											
Leakage on Service Connections up to the point of Customer Meter Data Transfer and Management Errors											
Unavoidable Annual Real Losses Non-revenue Water		-	-	-	-	-	-	-	-	-	-
Closing Balance Water		-	-	-	-	-	-	-	-	-	-
Agricultural Opening Balance			_	-	-	_	_	-	_	-	-
Acquisitions Issues	7 8										
Adjustments Write-offs	9	_	-	-	-	_	_	-	-	_	_
Closing balance - Agricultural Consumables		-	-	-	-	-	-	-	-	-	-
Standard Rated Opening Balance		-	_	21	39	39	39	39	44	381	381
Acquisitions Issues	7	-	351 (328)	364 (346)	350 (345)	350 (345)	350 (345)	239 (231)	2 190 (2 190)	1 572 (1 572)	1 622 (1 622)
Adjustments Write-offs	8	-	(2)	0	-	1 1	-	(0)	337	-	-
Closing balance - Consumables Standard Rated Zero Rated		-	21	39	4	44	44	47	381	381	381
Opening Balance Acquisitions			-	-	-	-	-	-	-	-	-
Issues Adjustments	8	-	- 1	-	-	- 1	-	-	- 1	- 1	-
Write offs Closing balance - Consumables Zero Rated	9	-	-	-	-	-	-	-	-	-	-
Finished Goods Opening Balance											
Acquisitions Issues	7										
Adjustments Write offs	8 9										
Closing balance - Finished Goods		-				-			-	-	-
Materials and Supplies Opening Balance			_	_	_	_	_	_	_	_	-
Acquisitions Issues	7										
Adjustments Write-offs	9										
Closing balance - Materials and Supplies Work-in-progress		-	-	-	-	-	-	-	-	-	-
Opening Balance Materials			-	-	-	-	-	-	-	-	-
Transfers Closing balance - Work-in-progress		-	_	-	-	-	-	-	-	-	-
Housing Stock											
Opening Balance Acquisitions			-	-	-	-	-	-	-	-	-
Transfers Sales											
Closing Balance - Housing Stock		-	-	-	-	-	-	-	-	-	-
Land Opening Balance Acquisitions			_	_	_	_	_	_	_	-	_
Acquisitions Sales Adjustments											
Correction of Prior period errors Closing Balance - Land		-	-	-	-	-	-	-	-	-	-
Closing Balance - Inventory & Consumables		-	21	39	44	44	44	47	381	381	381
Property, plant and equipment (PPE) PPE at cost/valuation (excl. finance leases) Leases recognised as PPE	3	88 362	96 671	96 746	110 872	112 258	112 258	97 428	106 934	107 406	105 964
Less: Accumulated depreciation Total Property, plant and equipment (PPE)	2	38 972 49 390	41 077 55 594	43 996 52 751	52 694 58 178	52 694 59 564	52 694 59 564	47 318 50 111	50 387 56 547	53 167 54 239	55 201 50 763
LIABILITIES Current liabilities - Borrowing Categorium (other free basis and other free basis											
Short term loans (other than bank overdraft) Current portion of long-term liabilities Yotal Current liabilities - Borrowing		2 455 2 455	- 1		-	- 1	- 1	-	- 1	-	- 1
Trade and other payables Trade Payables	5	6 566	6 783	18 905	10 128	147 476	147 476	19 488	3 905	3 905	3 905
Other creditors Unspent conditional transfers VAT		207 4 603	92 9 970	1 660 10 004	- 6 897	- 6 897	- 6 897	2 099 18 658	70 10 004	70 10 004	70 10 004
Total Trade and other payables Non current liabilities - Borrowing	2	11 376	16 846	30 569	17 025	154 373	154 373	40 245	13 979	13 979	13 979
Borrowing Finance leases (including PPP asset element) Total Non current liabilities - Borrowing	4	-	-	-	-	-	-	-		-	-
Provisions - non-current Retirement benefits		26 510	28 877	21764	33 967	33 967	33 967	21 623	27 364	30 164	32 964
Refuse landfill site rehabilitation Other Total Provisions - non-current		1 980 28 490	2 127 31 004	2 0 1 0 2 3 7 7 4	2 697 36 664	2 697 36 664	2 697 36 664	1 534 23 157	1547 28 911	1 313	1 079
CHANGES IN NET ASSETS	H	25 490	a1 004	25774	a6 664	J6 664	J6 664	25157	28 911	31 477	o4 043
Accumulated Surplus (Deficit) Accumulated Surplus (Deficit) - opening balance GRAP adjustments		40 431 -	48 053 -	72 934 -	61766	61 766	61 766	93 446	96 003 (116)	86 294 (116)	80 099 (116)
Restated balance Surplus(Deficit) Transfers tofrom Reserves		40 431 8 729	48 053 25 535	72 934 20 793	61 766 (8 228) 8 740	61 766 (10 982) 12 126	61 766 (10 982) 12 126	93 446 33 888	95 887 (17 158)	86 178 (4 582)	79 983 (7 262)
Depreciation offsets Other adjustments		264 84	264 -	264 223	264 (400)	264 (400)	264 (400)	- (58)	264 (0)	264 (0)	264 (0)
Accumulated Surplus (Deficit) Reserves Housing Development Fund	1	49 508	73 852	94214	62 143	62 775	62 775	127 277	78 993	81 859	72 984
Capital replacement Self-insurance		7 967	7 957	7 957	(783)	(4 169)	(4 169)	7 957	7 957	7 957	7 967
Other reserves Revaluation Total Reserves	2	19 775 27 732	19 511 27 468	19 247 27 205	18 983 18 200	18 983 14 814	18 983 14 814	19 247 27 205	18 720 26 677	18 456 26 413	18 192 26 149
TOTAL COMMUNITY WEALTH/EQUITY	2	77 240	101 321	121 419	80 343	77 589	77 589	154 481	105 670	108 272	99 133

DC9 Frances Baard - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Cu	urrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
				Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1	Budget Year +2
R thousand				Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
GOOD GOVERNANCE AND				345	389	276	259	259	259	259	259	259
PUBLIC PARTICIPATION												
MUNICIPAL FINANCIAL				111 605	124 177	136 888	131 652	133 221	133 221	136 636	140 061	142 660
VIABILITY AND MANAGEMENT												
LOCAL ECONOMIC				12 663	5 810	3 023	4 441	4 441	4 441	3 653	2 703	2 706
DEVELOPMENT												
MUNICIPAL INSTITUTIONAL				204	478	13	1 500	2 000	2 000	4 000	_	-
DEVELOPMENT AND												
TRANSFORMATION												
Allocations to other priorities	ations to other priorities		2									
Total Revenue (excluding capita	I transfers and contributions)		1	124 818	130 853	140 200	137 852	139 921	139 921	144 548	143 023	145 625

DC9 Frances Baard - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Cu	irrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
				Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1	Budget Year +2
R thousand				Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				26 789	29 036	33 548	45 485	46 483	46 483	47 988	49 704	51 313
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				16 764	20 319	18 533	23 584	22 216	22 216	23 336	23 915	24 617
LOCAL ECONOMIC DEVELOPMENT				35 050	20 129	30 988	24 812	30 307	30 307	35 046	23 828	25 158
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				38 940	39 274	37 106	53 473	54 097	54 097	55 336	50 158	51 799
Allocations to other priorities												
Total Expenditure			1	117 544	108 757	120 175	147 354	153 104	153 104	161 706	147 605	152 887

DC9 Frances Baard - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Cu	urrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				346	3 283	942	5 230	6 611	6 611	5 063	400	-
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				205	15	-	3 000	5 000	5 000	7 024	-	-
LOCAL ECONOMIC DEVELOPMENT				3 238	5 852	18	11	15	15	-	-	-
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				(3 161)	45	7	500	500	500	92	-	5
Allocations to other priorities			3									
Total Capital Expenditure			1	627	9 195	967	8 740	12 126	12 126	12 179	400	5

DC9 Frances Baard - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2017/18	2018/19	2019/20	C	urrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
·		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1	Budget Year +2
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24

Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
 Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities.

^{3.} Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

DC9 Frances Baard - Entities measureable performance objectives

DC3 Frances Daaru - Entitles measureabl	e periormanoe objecti	****								
Description	Unit of measurement	2017/18	2018/19	2019/20	Ci	urrent Year 2020	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
·		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1	Budget Year +2
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
#REF!										
Entity 3 - (name of entity)										
#REF!										
And so on for the rest of the Entities										

DC9 Frances Baard - Supporting Table SA8 Performance indicators and benchmarks

DOST Tances Daard - Supporting Table OF	A8 Performance indicators and benc	nmarks							1		
Description of financial indicator	Basis of calculation	2017/18	2018/19	2019/20		Current Ye	ear 2020/21			ledium Term R enditure Frame	
·		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Borrowing Management											
Credit Rating		0.404	0.00/	0.00/	0.00/	0.004	0.004	0.00/	0.00/	2.20/	0.00/
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0,4%	0,2%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	6,3%	2,7%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Safety of Capital											
Gearing <u>Liquidity</u>	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Current Ratio Current Ratio adjusted for aged debtors	Current assets/current liabilities Current assets less debtors > 90 days/current liabilities	3,1 3,1	3,4 3,4	3,0 3,0	2,5 2,5	0,1 0,1	0,1 0,1	2,6 2,6	3,4 3,4	3,5 3,5	3,2 3,2
	Monetary Assets/Current Liabilities	2,6	2,8	2,5	2,1	0,1	0,1	2,1	2,8	2,9	2,6
Annual Debtors Collection Rate (Payment Level	Last 12 Mths Receipts/Last 12 Mths Billing		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
%) Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	14,8%	18,5%	20,2%	14,5%	14,3%	14,3%	24,4%	14,9%	16,5%	17,5%
	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management	- 12 Monato Gia										
	% of Creditors Paid Within Terms (within`MFMA' s 65(e))										
Creditors to Cash and Investments		6,3%	11,9%	24,6%	5,0%	72,7%	72,7%	3,0%	-251,2%	23,6%	15,7%
Other Indicators											
	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Total Volume Losses (k²)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital	46,4%	47,1%	45,5%	58,5%	56,1%	56,1%	46,8%	58,2%	62,0%	63,5%
Remuneration	revenue) Total remuneration/(Total Revenue - capital	51,7%	52,2%	50,3%	64,9%	62,4%	62,4%		63,1%	67,1%	68,8%
Repairs & Maintenance	revenue) R&M/(Total Revenue excluding capital	2,5%	2,7%	3,4%	6,4%	6,2%	6,2%		4,5%	4,7%	4,7%
	revenue) FC&D/(Total Revenue - capital revenue)	3,5%	2,5%	2,7%	2,7%	2,6%	2,6%	2,7%	2,5%	2,3%	1,8%
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within	-	-	-	-	-	-	0,8	1,0	1,0	1,0
ii.O/S Service Debtors to Revenue	financial year) Total outstanding service debtors/annual	1093,8%	1942,7%	3637,9%	1244,8%	1244,8%	1244,8%	4684,3%	7589,8%	8627,6%	9606,8%
	revenue received for services (Available cash + Investments)/monthly fixed	14.9	7,5	10,4	20,2	20.4	20,4	93,0	(0,2)	1,6	2,3

DC9 Frances Baard - Supporting Table SA9 Soci	al, ecc	onomic and demographic statistics and assun	nptions									
Description of economic indicator		Basis of calculation	2001 Census	2007 Survey	2011 Census	2017/18	2018/19	2019/20	Current Year 2020/21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
•	Ref.	basis of calculation	2001 Celisus	2007 Guivey	2011 Celisus	Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
<u>Demographics</u>												
Population Females aged 5 - 14 Maies aged 5 - 14 Females aged 15 - 34 Maies aged 15 - 34 Unemployment												
Monthly household income (no. of households)	1, 12											
No income R1 - R1 600 R1 601 - R3 200 R3 201 - R6 400 R6 401 - R12 800 R1 201 - R25 600 R1 201 - R25 600 R25 601 - R51 200 R52 201 - R102 400 R102 401 - R204 800 R20 401 - R409 600 R409 601 - R409 600 R409 601 - R409 600 R409 601 - R409 600 R409 601 - R409 600 R409 601 - R409 600 R409 601 - R409 600												
Poverty profiles (no. of households) < R2 060 per household per month Insert description	13											
Household/demographics (000)												
Number of people in municipal area Number of poor people in municipal area Number of households in municipal area Number of households in municipal area Definition of poor households (R per month)												
Housing statistics Formal	3											
Informal												
Total number of households Dwellings provided by municipality Dwellings provided by provincels Dwellings provided by private sector	4 5		-				-	-	-	-	-	-
Total new housing dwellings			-			-	-	-	-	-	-	_
Economic Inflation/inflation outlook (CPIX)	6											
Interest rate - borrowing Interest rate - investment Remuneration increases Consumption growth (electricity) Consumption growth (water)												
Collection rates Property tax/service charges Rental of Califies & equipment Interest - external investments Interest - detors Revenue from agency services	7											

Detail on the provision of municipal services for A10

Total acceptate at a contract			2017/18	2018/19	2019/20	Cu	rrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditi
Total municipal services	Ref		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Ye +2 2023/2
	Het.	Household service targets (000)				Duuget	Duuget	Torecast	2021/22	2022/23	12 2023/2
		Water: Piped water inside dwelling		_							
		Piped water inside dwelling Piped water inside yard (but not in dwelling)			_	_	-		_		
	8	Using public tap (at least min.service level)	1 -	_	_	_	_	_	_	-	
	10	Other water supply (at least min.service level)	-	-	-	-	-	-	-	-	
	١.	Minimum Service Level and Above sub-total	-	-	-	-	-	-	-	-	
	9	Using public tap (< min.service level) Other water supply (< min.service level)	-	-	-	-	-	-	-	-	
	10	No water supply (< min.service rever)	_	-	_	_	_	_	-	-	
		Below Minimum Service Level sub-total	-	-	-	-	-	-	-	-	
		Total number of households	-	-	-	-	-	-	-	-	
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage) Flush toilet (with septic tank)	-	-	-	-	-	-	_	-	
		Chemical toilet		_	_	_	_			_	
		Pit toilet (ventilated)	-	-	-	-	-	-	-	-	
		Other toilet provisions (> min.service level)	-	-	-	-	-	-	-	-	
		Minimum Service Level and Above sub-total	-	-	-	-	-	-	-	-	
		Bucket toilet Other toilet provisions (< min.service level)	-	-	-	-	-	-	-	-	
		No toilet provisions	1 -	_	_	_	_	_	_	_	
		Below Minimum Service Level sub-total	-	-	-	-	-	-	-	-	
		Total number of households	-	-	-			-	-	-	
	1	Energy:					_		1		1
	1	Electricity (at least min.service level)	-	-	-	-		-	-	-	1
	1	Electricity - prepaid (min.service level) Minimum Service Level and Above sub-total	-	-		-	-	-	-		
	1	Electricity (< min.service level)	_	-		_	-	_	_	-	1
		Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	
		Other energy sources	-	-	-			-	-	-	
		Below Minimum Service Level sub-total Total number of households		-	-	-			-	-	
		Refuse:	1 -	-	_	_	_	_	_	_	
		Removed at least once a week	-	-	-	-	-	-	-	-	
		Minimum Service Level and Above sub-total	-	-	-			-	-	-	
		Removed less frequently than once a week	-	-	-	=	-	-	-	-	
		Using communal refuse dump Using own refuse dump	-	-	-	-	-	-	-	-	
		Other rubbish disposal	1 -	-	_	_	_	_	_	-	
		No rubbish disposal	-	-	-	-	-	-	-	-	
		Below Minimum Service Level sub-total	-	-	-			-	-	-	
		Total number of households	-	1 1	-	-	-	-	-	-	
Municipal in bassas assoines		Total number of households	2017/18	2018/19		-		-	-	m Term Revenue Framework	& Expendi
Municipal in-house services	Ref.	Total number of households	-	1	1	-	-	-	-	m Term Revenue	Budget Y
Municipal in-house services	Ref.	Total number of households Household service targets (800)	2017/18	2018/19	2019/20	- Cu Original	rrent Year 2020/	21 Full Year	2021/22 Mediu	m Term Revenue Framework Budget Year +1	
Municipal in-house services	Ref.	Total number of households Household service targets (000) Water:	2017/18	2018/19	2019/20	- Cu Original	rrent Year 2020/	21 Full Year	2021/22 Mediu	m Term Revenue Framework Budget Year +1	Budget Y
Municipal in-house services	Ref.	Total number of households Household service targets (000) Water: Poed water inside dwelling	2017/18	2018/19	2019/20	- Cu Original	rrent Year 2020/	21 Full Year	2021/22 Mediu	m Term Revenue Framework Budget Year +1	Budget Y
Municipal in-house services	Ref.	Total number of households Household service targets (000) Water:	2017/18	2018/19	2019/20	- Cu Original	rrent Year 2020/	21 Full Year	2021/22 Mediu	m Term Revenue Framework Budget Year +1	Budget'
Municipal in-house services	Ref.	Total number of households Household service targets (000) Water: Poed water inside dwelling Poed water inside dwelling Using public tap (all least mis.envice level) Other water supply (all teast mis.envice level)	2017/18	2018/19	2019/20	- Cu Original	rrent Year 2020/	21 Full Year	2021/22 Mediu	m Term Revenue Framework Budget Year +1	Budget'
Municipal in-house services	10	Total number of households Household service targets (669) Water: Poed water inside dwelling Poed water inside yard (but not in dwelling) Using public lay (at least rims service level) Other water supply (at least rims service level) Minimum Service Level and Abous sub-chall	2017/18	2018/19	2019/20	- Cu Original	rrent Year 2020/	21 Full Year	2021/22 Mediu	m Term Revenue Framework Budget Year +1	Budget'
Municipal in-house services	10	Total number of households Household service targets (000) Water: Poed water inside shelling Poed water inside shelling Using public lay (at least misservice level) Other water supply (at least mis narvice level) Minimum Service Level and Above sub-Intal Using public lay (in misservice level)	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- rrent Year 2020/ Adjusted Budget	21 Full Year Forecast	- 2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (669) Water: Poed water inside dwelling Poed water inside yard (but not in dwelling) Using public tap (at least rim. service level) Other water supply (at least rim. service level) Minimum Sorrice Level and Abous sub-dutal Using public tap (rim. service level) Other water supply (mis. service level) Other water supply (mis. service level)	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- rrent Year 2020/ Adjusted Budget	21 Full Year Forecast	- 2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (000) Water: Peed water inside yeard (miles) Using public lay (all leading) Using public lay (all leading) Other water supply (all least rim service level) Minimum Service Level and All Rove sub-Intal Using public lay (in least rim service) Other water supply (a least rim service level) Other water supply (in least rim service) No water supply (in least rim service) No water supply	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- rrent Year 2020/ Adjusted Budget	21 Full Year Forecast	- 2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget
Municipal in-house services	10	Total number of households Household service targets (000) Water: Pead water inside dwelling Pede water inside shelling Pode water inside yard (but not in dwelling) Using public large (all east mis service level) Other water supply (all less tim sarvice level) Minimum Service Level and Albove sub-Islal Using public large (in mis service level) Other water supply (in mis service level) Other water supply (in mis service level) No water supply (in mis service level) No water supply (in mis service level) Total number of households	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- virrent Year 2020/ Adjusted Budget	21 Full Year Forecast	- 2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget 1
Municipal in-house services	10	Total number of households Household service targets (000) Water: Poet water inside dwelling Poet water inside dwelling Using public lay (all beat misservice level) Using public lay (all least misservice level) Using public lay (all least misservice level) Using public lay (in misservice level) Using public lay (in misservice level) Using public lay (in misservice level) No water supply Bellow Minimum Service Level auto-total Total number of households Stantificon (service)	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- urrent Year 2020/ Adjusted Budget	21 Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (000) Water: Poed water inside dwelling Poed water inside yard (but not in dwelling) Using public large (all earliers in service level) Other water supply (all lest insi racince level) Minimum Service Level and Albove sub-Islat Using public large (or final service level) Other water supply (rims service level) Other water supply (rims service level) Total number of households Sanitation/sewerage: Flush biblic (connected to sewerage)	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- urrent Year 2020/ Adjusted Budget	21 Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (000) Water: Poet water inside dwelling Poet water inside dwelling Using public lay (all beat misservice level) Using public lay (all least misservice level) Using public lay (all least misservice level) Using public lay (in misservice level) Using public lay (in misservice level) Using public lay (in misservice level) No water supply Bellow Minimum Service Level auto-total Total number of households Stantificon (service)	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- urrent Year 2020/ Adjusted Budget	21 Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (800) Water: Poet water inside dwelling Poet water inside dwelling Poet water inside yard (but not in dwelling) Using public large (and an exercise level) Other water supply (a least min service level) Affirmans Service Level and Actives sub-thaf Using public large (in misservice level) Other water supply (in misservice level) Other water supply (in misservice level) Total number of households Similation Services; Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage) Flash boild (connected to sewerage)	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- urrent Year 2020/ Adjusted Budget	21 Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (000) Water: Poed water inside dwelling Poed water inside yard (but not in dwelling) Using public tap (at least min service level) Other water supply (at least min service level) Minimum Service Level and Albove sub-botal Using public to (min service level) Other water supply (a least min service level) Other water supply (a min service level) Other water supply (a min service level) Total number of households Santitedine/severage: Flash botal (with septic tank) Othermical told (connected to sewerage) Flash botal (with septic tank) Othermical told (connected to sewerage) Political (ventilated) Other botal provisions (> min. service level)	2017/18 Outcome	2018/19 Outcome		Ctriginal Budget	- rrent Year 2020/ Adjusted Budget	Full Year Forecast		m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (900) Water: Peed water inside dwelling Peed water inside shelling Using public lay (at least mix service level) Using public lay (at least mix service level) Of the water supply (at least mix nervice level) Minimum Service Level and Above sub-local Using public lay (in miservice level) Of the water supply (in miservice level) On water supply (in miservice level) Total number of households Samiletinine Service (in miservice level) Faith botal (connected to severage) Faith botal (connected to severage) Faith botal (connected to severage) Faith botal (connected to severage) Faith botal (connected to severage) Faith botal (connected to severage) Faith botal (connected to severage) Faith botal (connected to severage) Minimum Service Level and Above sub-botal Minimum Service Level and Above sub-botal	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome	Cu Original Budget	- urrent Year 2020/ Adjusted Budget	21 Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework Budget Year +1 2022/23	Budget'
Municipal in-house services	10	Total number of households Household service targets (909) Water: Poed water inside dwelling Poed water inside yauf (but not in dwelling) Using public tap (at least min service leven) Other water supply (at least min service leven) Minimum Service Leven and Albove sub-botal Using public to (min service leven) Other water supply (a least min service leven) Other water supply (a least min service leven) Total number of households Santitedine/severage: Flush botal (with septic tank) Chemical total Pickolar (with septic tank) Other botal provisions (> min. service leven) Minimum Service Level and Albove sub-botal Soutest totals Soutest totals Soutest totals Soutest totals Soutest totals Soutest totals	2017/18 Outcome	2018/19 Outcome		Ctriginal Budget	- rrent Year 2020/ Adjusted Budget	Full Year Forecast		m Term Revenue Framework Budget Year +1 2022/23	Budget
Municipal in-house services	10	Total number of households Household service targets (000) Water: Pored water inside dwelling Pode water inside and leading Using public tap (at least mis service level) Other water supply (at least mis nanciae level) Afinitum Service Level and Albove sub-total Using public tap (or mis narvice level) Other water supply (a least mis nanciae level) Other water supply (a least mis nanciae level) Other water supply (a mis service level) Other water supply (a mis service level) Total number of households Santitedrivewexage: Flash boile (with septic tank) Chemical solid (connected to sewerage) Flash boile (with septic tank) Other boilet provisions (a mis service level) Minimum Service Level and Albove sub-total Busket total Other boilet provisions (a mis service level) Other boilet provisions (a mis service level) Other boilet provisions (a mis service level) Other boilet provisions (a mis service level) Other boilet provisions (a mis service level) Other boilet provisions (a mis service level) Other boilet provisions (a mis service level) Other boilet provisions (a mis service level)	2017/18 Outcome	2018/19 Outcome		Ctriginal Budget	- rrent Year 2020/ Adjusted Budget	Full Year Forecast		m Term Revenue Framework Budget Year +1 2022/23	Budget
Municipal in-house services	10	Total number of households Household service targets (909) Water: Ped water inside dwelling Ped water inside services and the service services and production of the service services and production of the service service services (and the service services services) Minimum Services Level and Alcove such-cloal Using public last of manacrice level) Other water supply (c min service level) Other water supply (c min service level) No water supply (c min service level) Total number of households Sentition's exercises. Total number of households Sentition's exercises. The services (control to serverage) The services (control to serverage) The services (control to serverage) The services (control to serverage) The services (control to serverage) The service (control to serverage) The services (control to serverage)	2017/18 Outcome	2018/19 Outcome		Ctriginal Budget	- rrent Year 2020/ Adjusted Budget	Full Year Forecast		m Term Revenue Framework Budget Year +1 2022/23	Budget
Municipal in-house services	10	Total number of households Household service targets (809) Water: Ped water inside dwelling Ped water inside shelling Ped water inside shelling Pod water inside shelling Pod water inside shelling Pod water inside year (but not in dwelling) Using public tap (at least sim service level) Other water supply (a least sim service level) Other water supply (a least sim service level) Other water supply (a mis-service level) Other water supply (a mis-service level) Other water supply (a mis-service level) Follow the first of the service sub-total Total number of households Santition's sewerage: Flush bible (connected to sewerage) Flush bible (connected to sewerage) Flush bible (connected to sewerage) Public (connected to sewerage) Public (connected to sewerage) Public (connected to sewerage) Public (connected to sewerage) Public (connected to sewerage) Flush bible (connected to sewerage	- 2017/18 Outcome	2018/19 Outcome		Ck Original Budget	- rrent Year 2020/	Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework. Budget Year +1 2022/23	Budget'
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Municipal in-house services	10	Total number of households Household service targets (809) Wafer: Pead water inside dwelling Pead water inside yard (but not in dwelling) Using public large (see large see large yard) Using public large (see large see large yard) Affirman Service Level and Aflows sub-balal Using public large (or mins service level) Other water supply (c mins service level) Other water supply (c mins service level) Total number of households Santifation/sewerage: Flush bilet (with septic tank) Chemical table Pet losit (connected to sewerage) Flush bilet (with septic tank) Other beld provisions (c min service level) Minimum Service Level and Aflows sub-balal Bustlet total Other bolds provisions (c min service level) No tolde provisions Below Minimum Service Level sub-balal Total number of households Total number of households Total number of households Tenerry: Electricity (at least min service level)	- 2017/18 Outcome	2018/19 Outcome		Ck Original Budget	- rrent Year 2020/	Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework. Budget Year +1 2022/23	Budget Y
Municipal in-house services	10	Total number of households Household service targets (969) Water: Peed water inside dwelling Peed water inside services (1969) Using public tap (at least min. service level) Using public tap (at least min. service level) Other water supply (at least min acroice level) Ammuns Service Level and Above sub-cheal Using public tap (in mis-service level) Other water supply (remis service level) Other water supply (remis service level) Total services (in mis-service level) Other water supply (remis-service level) Total services (in mis-service level) Services (in mis-service level) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (connected to severage) Falsh belle (posted sept to selve) Other belle provisions (remis service level) No tolat provisions Bellow Minimum Service Level sub-tolat Total number of households Entergy:	- 2017/18 Outcome	2018/19 Outcome		Ck Original Budget	- rrent Year 2020/	Full Year Forecast	2021/22 Mediu Budget Year 2021/22	m Term Revenue Framework. Budget Year +1 2022/23	Budget'
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Municipal in-house services	10	Total number of households Household service targets (000) Water: Poet water inside dwelling Poet water inside dwelling Using public tay (if but not in dwelling) Using public tay (if less this service level) Minimum Sorrice Level and Abous authorial Using public tay (if missionice level) Other water supply Below Minimum Sorrice Level and Abous authorial Using public tay (if missionice level) No water supply Below Minimum Sorrice Level sub-total Total number of households Sanitation (wereast) Flush bote (connected to severage) Flush	- 2017/18 Outcome	2018/19 Outcome		Ct Ctriginal Budget	- rirrent Year 2020/	Full Year Forecast		m Term Revenue Framework Budget Year +1 2022/23	Budget'
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Municipal in-house services	10	Total number of households Household service targets (000) Water: Priced water inside dwelling Priced water inside dwelling Poles water inside yard (but not in dwelling) Using public lay (at least mit service level) One water supply (a least mit neuron bender Using public lay (- mit neuron bender) Using public lay (- mit neuron bender) Using public lay (- mit neuron bender) Using public lay (- mit neuron bender) No water supply Billow Minimum Sorvice Level authotal Total number of households Sanitation (sewera) Fulsh belt (connected to sewerape) Fulsh belt (connected		2018/19 Outcome		Ct Ctriginal Budget	- rirrent Year 2020/	Full Year Forecast		m Term Revenue Framework Budget Year +1 2022/23	Budget 1
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Municipal cutto			2017/18	2018/19	2019/20	Cu	urrent Year 2020)	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
Municipal entity services	Ref.		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		Household service targets (000)									
Name of municipal entity		Water: Piped water inside dwelling									
		Piped water inside yard (but not in dwelling)									
	8	Using public tap (at least min.service level)									
	10	Other water supply (at least min.service level) Minimum Service Level and Above sub-total	_	-	_	_	-	_	_	_	_
	9	Using public tap (< min.service level)									
	10	Other water supply (< min.service level)									
		No water supply Below Minimum Service Level sub-total	-	_	-	-	-	-	-	_	-
		Total number of households	-	-	-	-	-	-	-	-	-
Name of municipal entity		Sanitation/sewerage: Flush toilet (connected to sewerage)									
		Flush toilet (connected to sewerage) Flush toilet (with septic tank)									
		Chemical toilet									
		Pit toilet (ventilated) Other toilet provisions (> min.service level)									
		Minimum Service Level and Above sub-total	-	-	-	-	-	-	-	-	-
		Bucket toilet									
		Other toilet provisions (< min.service level) No toilet provisions									
		No tollet provisions Below Minimum Service Level sub-total	_	_	_	_	_	_	_	_	-
		Total number of households	-	-	-	-	-	-	-	-	-
Name of municipal entity		Energy: Electricity (at least min.service level)									
	1	Electricity (at least min.service level) Electricity - prepaid (min.service level)									
	1	Minimum Service Level and Above sub-total	-	-	-	-	-	-	-	-	-
		Electricity (< min.service level) Electricity - prepaid (< min. service level)									
		Other energy sources									
		Below Minimum Service Level sub-total	-	-	-	-	-	-	-	-	-
Name of municipal entity		Total number of households Refuse:	-	-	-	-	-	-	-	-	-
realite of maniespar entity		Removed at least once a week									
		Minimum Service Level and Above sub-total	-	-	-	-	-	-	-	-	-
		Removed less frequently than once a week Using communal refuse dump									
		Using own refuse dump									
		Other rubbish disposal No rubbish disposal									
		No rubbish disposal Below Minimum Service Level sub-total	_	_	-	-	-	-	-	-	-
		Total number of households	-	-	-	-	-	-	-	-	-
											•
			2017/18	2018/19	2019/20	Cu	urrent Year 2020)	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
Services provided by 'external mechanisms'			-			Original	Adjusted	Full Year	Budget Year	Framework Budget Year +1	Budget Year
	Ref.	Household service terrate (000)	2017/18 Outcome	2018/19 Outcome	2019/20 Outcome					Framework	
Services provided by 'external mechanisms' Names of service providers	Ref.	Household service targets (000) Water:	-			Original	Adjusted	Full Year	Budget Year	Framework Budget Year +1	Budget Year
	Ref.	Water: Piped water inside dwelling	-			Original	Adjusted	Full Year	Budget Year	Framework Budget Year +1	Budget Year
	Ref.	Water: Piped water inside dwelling Piped water inside yard (but not in dwelling)	-			Original	Adjusted	Full Year	Budget Year	Framework Budget Year +1	Budget Year
		Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) Using public tap (at least min.service level) Other water supply (at least min.service level)	Outcome	Outcome		Original	Adjusted	Full Year	Budget Year 2021/22	Framework Budget Year +1 2022/23	Budget Year
	8 10	Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) Using public tap (at least min.service level) Other water supply (at least min.service level) Minimum Service Jewel and Above sub-total	-			Original	Adjusted	Full Year	Budget Year	Framework Budget Year +1	Budget Year
	8	Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) Using public tap (at least min.service level) Other water supply (at least min.service level)	Outcome	Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework Budget Year +1 2022/23	Budget Year +2 2023/24
	8 10 9	Water: Pood water inside dwelling Ppod water inside and (but not in dwelling) Ppod water inside yard (but not in dwelling) Using public tap (at least min service level) Ofter water supply (at least min service level) Affirmum Service Level and Alones sub-that Using public by (in miservice level) Other water supply (in miservice level) No water supply No water supply	Outcome	Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework Budget Year +1 2022/23	Budget Year +2 2023/24
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Names of service providers	8 10 9	Water: Pool water inside dwelling Pool water inside and plus not in dwelling) Pool water inside yard plus not in dwelling) Using public by call least min service level; Other water supply (at least min service level) Minimum Bervice Level and Above aut-batal Using public by of min service level) Other water supply (~min service level) No water supply (~min service level) Bolicke Minimum Service Level aut-batal Total number of house-bothds Samitation-kevertage: Flush batel (connected to severage)	Outcome	Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework Budget Year +1 2022/23	Budget Year +2 2023/24
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Names of service providers Names of service providers Names of service providers	8 10 9	Water: Piped water inside dwelling Piped water inside dwelling Piped water inside year (but not in dwelling) Using public by (at least min service level) Other water supply (at least min service level) Affirmum Storice Level and Advos sub-bate Using public by (in ma service level) Other water supply (in ma service level) Other water supply (in ma service level) No water supply No water supply Flow their common Service Level authorities Statistical common service Statistical (common service) Flash batel (common service) Flash batel (common service) Flash batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Pit batel (common service) Both (common service) Pit batel	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework. Budget Year 2 2022/23	Budget Year +2 2023/24
Names of service providers Names of service providers Names of service providers	8 10 9	Water: Piped water inside dwelling Piped water inside and plut not in dwelling) Using public by (all least min service level) Other water supply (all least min service level) Affirman Stroic Level and Above sub-bald Using public by (in less artin is service level) Other water supply (all least min service level) Other water supply (in less artin level) No water supply No water su	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework. Budget Year 2 2022/23	Budget Year +2 2023/24
Names of service providers Names of service providers Names of service providers	8 10 9	Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) Using public by (all least min service level) Other water supply (all least min service level) Minimum Streic Level and Above out-botal Using public by (in min service level) More water supply (all least min service level) Other water supply (in min service level) No water supply Below Minimum Service Level auth-botal Total number of house-botds Santation/serverage: Flush botlet (connected to severage) Flush botlet (presidency) Chemical totale Pit total (vertication) Other totalet provisions (in min service level) Minimum Streice Level and Above sub-botal Boudest botel Other totalet provisions (in min service level) No both provisions Vertical number of house-botds Statement of hou	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework. Budget Year 2 2022/23	Budget Year +2 2023/24
Names of service providers Names of service providers Names of service providers	8 10 9	Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) Using public by (all least min service level) Other water supply (all least min service level) Minimum Streic Level and Above out-botal Using public by (in mis service level) More water supply (an least min service level) Other water supply (in mis service level) No water supply Below Minimum Service Level auth-botal Total number of house-botal Statistical serverage: Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) No botel provisions (~ min service level) No botel provisions Flush minimum Service Level auth-botal Flush minimum Service Level and Above sub-botal Removed less at conce a week Minimum Storice Level and Above sub-botal Removed less streagently than conce a week Minimum Storice Level and Above sub-botal Removed less streagently than conce a week Using communified stead cump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework. Budget Year 2 2022/23	Budget Year +2 2023/24
Names of service providers Names of service providers Names of service providers	8 10 9	Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) Using public by call least min service level) Other water supply (at least min service level) Affirman Sirvice Level and Advose sub-batal Using public by (in ma service level) Other water supply (in least min service level) Other water supply (in min service level) No water supply No load provisions (min service level) No load provisions (min service level) Debetwood water supply No load provision Level and Advose sub-batal Debetwood (min service level) Debetwood (min service level) Debetwood (min service level) Debetwood (min service level) Debetwood (min service level) Other energy sources Remond sets also crose a week Remond water salts crose as week Using communate value durap Using communate value durap Oner sub-batal faquoral		Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework. Budget Year 2 2022/23	Budget Year +2 2023/24
Names of service providers Names of service providers Names of service providers	8 10 9	Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) Using public by (all least min service level) Other water supply (all least min service level) Minimum Streic Level and Above out-botal Using public by (in mis service level) More water supply (an least min service level) Other water supply (in mis service level) No water supply Below Minimum Service Level auth-botal Total number of house-botal Statistical serverage: Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) Flush botel (connected to severage) No botel provisions (~ min service level) No botel provisions Flush minimum Service Level auth-botal Flush minimum Service Level and Above sub-botal Removed less at conce a week Minimum Storice Level and Above sub-botal Removed less streagently than conce a week Minimum Storice Level and Above sub-botal Removed less streagently than conce a week Using communified stead cump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump Using con refuse dump	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Framework. Budget Year 2 2022/23	Budget Year +2 2023/24

Detail of Free Basic Services (FBS) provided			2017/18	2018/19	2019/20	Cu	rrent Year 2020	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Electricity List type of FBS service	Ref.	Secation of households for each type of FBS Formal settlements - (50 km) per indigent household per morth Rands) Number of Hir receiving this type of FBS Informal settlements (Rands) Number of Hir Receiving this type of FBS Informal settlements period for upgrading (Rands) Number of Hir receiving this type of FBS Living in Informal backyard rental agreement (Rands) Number of Hir Receiving this type of FBS				Buoget	Duuget	rorecast	2921122	202223	72 2023/24
		Other (Rands) Number of HH receiving this type of FBS									
		Total cost of FBS - Electricity for informal settlements	_	-	-	-	-	-	-	-	-
Water	Ref.	Location of households for each type of FBS									
List type of FBS service		Formal settlements - (6 kilolitre per indigent household per month Rands) Number of HH receiving this type of FBS									
		Informal settlements (Rands) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (Rands) Number of HH receiving this type of FBS Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS Other (Rands) Number of HH receiving this type of FBS									
		Total cost of FBS - Water for informal settlements	-	-	_	_	_	-	-	-	-
Sanitation List type of FBS service	Ref.	Location of households for each type of FBS Formal settlements - (free sanitation service to indigent households) Number of HH receiving this type of FBS Informal settlements (Rands)									
		Number of HH receiving this type of FBS Informal settlements targeted for upgrading (Rands) Number of HH receiving this type of FBS Living in informal backyard rental agreement (Rands) Number of HH receiving this type of FBS									
		Other (Rands) Number of HH receiving this type of FBS									
L		Total cost of FBS - Sanitation for informal settlements	-	-	-	-	-	-	-	-	_ =
Refuse Removal	Ref.	Location of households for each type of FBS									
List type of FBS service		Formal settlements - (removed once a week to indigent households) Number of Hir newiring this tips of FSS Indironal settlements (Rants) Number of Hir newiring this type of FSS Indironal settlements to speed for yegoding (Rands) Number of Hir newiring this type of FSS Living in informal backyard rental agreement (Rands) Number of Hir newiring this type of FSS Other (Rands) Number of Hir newiring this type of FSS Other (Rands)									
		Total cost of FBS - Refuse Removal for informal settlements	-	-	-	-		-	-	-	-

DC9 Frances Baard Supporting Table SA10 Funding measurement

Description	MFMA	Ref	2017/18	2018/19	2019/20		Current Ye	ar 2020/21		2021/22 Mediur	n Term Revenue Framework	& Expenditure
	section		Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Budget Year	Budget Year
			Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2021/22	+1 2022/23	+2 2023/24
Funding measures Cash/cash equivalents at the year end - R'000	40/4)6	1	103 608	57 155	77 006	204 036	202 774	202 774	658 805	(4.555)	16 577	24 799
	18(1)b	2	22 617	43 923	55 385	86 386			9 814 147	(1 555) 519 533	1 071 256	616 116
Cash + investments at the yr end less applications - R'000	18(1)b	3		43 923 7.5			(98 214)	(98 214)				
Cash year end/monthly employee/supplier payments	18(1)b		14,9	7,5 25,799	10,4	20,2	20,4	20,4	93,0	(0,2)	1,6	2,3 (6 998)
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	8 993 N.A.		21 057	(7 964)	(10 718)	(10 718)	33 888	(16 894)	(4 318)	
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)		0.0%	(6,0%) 0.0%	(6,0%)	(6,0%)	(6,0%)	(6,0%)	(6,0%) 30556.6%	(6,0%)	(6,0%)	(6,0%) 2287.5%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6			0,0%	273,8%	273,8%	273,8%		2287,5%	4475,0%	
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0,0%	0,0%	0,0%	0,0%	0,0% 72.1%	0,0% 72.1%	0,0% 32.1%	0,0%	0,0%	0,0% 100.0%
Capital payments % of capital expenditure	18(1)c;19					100,0%				100,0%	100,0%	
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0,0%	0,0%	0,0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	51,9%	31,7%	(43,3%)	0,0%	0,0%	112,5%	21,9%	13,7%	11,4%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0,4%	(16,6%)	19,9%	0,0%	0,0%	(16,6%)	(16,6%)	0,0%	0,0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	6,2%	6,5%	9,1%	15,1%	14,6%	14,6%	12,9%	11,4%	12,5%	13,6%
Asset renewal % of capital budget	20(1)(vi)	14	0,0%	0,0%	0,0%	35,0%	41,7%	41,7%	0,0%	58,2%	0,0%	0,0%
References												
1. Positive cash balances indicative of minimum compliance - subject to 2												
2. Deduct cash and investment applications (defined) from cash balances												
3. Indicative of sufficient liquidity to meet average monthly operating paym	ents											
4. Indicative of funded operational requirements												
5. Indicative of adherence to macro-economic targets (prior to 2003/04 re	venue not av	ailable	for high capacity	municipalities an	d later for other c	apacity classificat	ions)					
6. Realistic average cash collection forecasts as % of annual billed revenu	10											
7. Realistic average increase in debt impairment (doubtful debt) provision												
8. Indicative of planned capital expenditure level & cash payment timing												
9. Indicative of compliance with borrowing 'only' for the capital budget - sh	ould not exc	ed 10	00% unless refina	ncing								
10. Substantiation of National/Province allocations included in budget												
11. Indicative of realistic current arrear debtor collection targets (prior to 2	003/04 rever	ue no	t available for hig	h capacity munici	palities and later f	or other capacity	classifications)					
12. Indicative of realistic long term arrear debtor collection targets (prior to	2003/04 rev	enue	not available for I	igh capacity mun	icipalities and late	r for other capaci	ity classifications)					
13. Indicative of a credible allowance for repairs & maintenance of assets	 functioning 	asset	s revenue protect	ion								
14. Indicative of a credible allowance for asset renewal (requires analysis	of asset rene	wal p	rojects as % of to	tal capital projects	- detailed capital	plan) - functionin	ig assets revenue	protection				

 Indicative of a credible allowance for asset renewal (requires analysis 												
Supporting indicators % incr total service charges (incl prop rates)	18(1)a	ĺ		0,0%	0,0%	0.0%	0.0%	0.0%	0.0%	0,0%	0,0%	0.0%
% incr Property Tax	18(1)a			0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
% incr Service charges - electricity revenue % incr Service charges - water revenue	18(1)a 18(1)a			0,0%	0,0% 0,0%	0,0%	0,0%	0,0%	0,0%	0,0% 0,0%	0,0% 0,0%	0,0%
% incr Service charges - sanitation revenue	18(1)a			0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
% incr Service charges - refuse revenue % incr in	18(1)a			0,0% 0,0%	0,0% 0,0%	0,0%	0,0%	0,0%	0,0% 0,0%	0,0% 0,0%	0,0% 0,0%	0,0%
Total billable revenue	18(1)a 18(1)a		_	0,076	0,076	0,076	0,076	0,076	0,076	0,076	0,076	0,076
Service charges	, ,		-	-	-	-	-	-	-	-	-	-
Property rates Service charges - electricity revenue			_	-		_	-	-	_	_	_	_
Service charges - water revenue			-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue Service charges - refuse removal			_	-	-	_	-	-	-	_	-	_
Service charges - other			_	-		_	-	-	-	_	-	_
Rental of facilities and equipment			1 003	858	603	1 000	1 000	1 000	565	200	200	200
Capital expenditure excluding capital grant funding Cash receipts from ratepayers	18(1)a		627	9 195	967	8 740 3 834	12 126 3 834	12 126 3 834	923 238 275	12 179 7 320	400 14 320	7 320
Ratepayer & Other revenue	18(1)a		1 289	932	8 456	1 400	1 400	1 400	780	320	320	320
Change in consumer debtors (current and non-current) Operating and Capital Grant Revenue	18(1)a		5 356 117 699	5 724 125 713	4 016 124 350	(8 231) 130 702	(8 231) 132 771	(8 231) 132 771	4 517 128 937	1 472 137 078	2 076 135 553	1 959 138 155
Capital expenditure - total	20(1)(vi)		627	9 195	967	8 740	12 126	12 126	923	12 179	400	5
Capital expenditure - renewal	20(1)(vi)		-	-	-	3 060	5 060	5 060		7 083	-	-
Supporting benchmarks												
Growth guideline maximum CPI guideline			6,0% 4,3%	6,0% 3.9%	6,0% 4.6%	6,0% 5.0%	6,0% 5.0%	6,0% 5.0%	6,0% 5.0%	6,0% 5.4%	6,0% 5,6%	6,0% 5,4%
DoRA operating grants total MFY			-,-70	-,-,-	.,570	-,-,-	-,- /	-,- /*	-,570	-,170	2,370	2,170
DoRA capital grants total MFY												
Provincial operating grants Provincial capital grants												
District Municipality grants												
Total gazetted/advised national, provincial and district grants Average annual collection rate (arrears inclusive)										-	-	-
		Ш										
DoRA operating												
										ı	-	-
Trand										-	-	-
Trend Change in consumer debtors (current and non-current)			5 356	5 724	4 016	4 517	1 472	2 076	1 959	-	-	-
			124 818	130 853	140 200	137 852	139 921	139 921	134 512	144 548	143 023	145 625
Total Operating Revenue												
Total Operating Expenditure			116 089	107 839	119 407	146 080	150 903	150 903	100 623	161 706	147 605	152 887
Total Operating Expenditure Operating Performance Surplus/(Deficit)							150 903 (10 982)	150 903 (10 982)	100 623 33 888	161 706 (17 158) (1 555)	147 605 (4 582)	152 887 (7 262)
Total Operating Expenditure Operating Performance Surplus/(Deficit) Cash and Cash Equivalents (30 June 2012) Revenue			116 089	107 839 23 014	119 407 20 793	146 080 (8 228)	(10 982)	(10 982)	33 888	(17 158) (1 555)	(4 582)	(7 262)
Total Operating Expenditure Operating Performance Surplus/(Deficit) Cash and Cash Equivalents (30 June 2012)			116 089	107 839	119 407	146 080				(17 158)		
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (39 June 2012) Revenue ** Sincrease in Total Operating Revenue ** Sincrease in Property Rates Revenue ** Sincrease in Excitority Revenue			116 089	107 839 23 014 4,8% 0,0% 0,0%	7,1% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0%	1,5% 0,0% 0,0%	0,0% 0,0% 0,0% 0,0%	(3,9%) 0,0% 0,0%	(17 158) (1 555) 3,3% 0,0% 0,0%	(4 582) (1,1%) 0,0% 0,0%	1,8% 0,0% 0,0%
Total Operating Expenditure Operating Performance Surplus/(Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges			116 089	107 839 23 014 4,8% 0,0%	7,1% 0,0%	146 080 (8 228) (1,7%) 0,0%	(10 982) 1,5% 0,0%	0,0% 0,0%	(3,9%) 0,0%	(17 158) (1 555) 3,3% 0,0%	(4 582) (1,1%) 0,0%	(7 262) 1,8% 0,0%
Total Operating Expenditure Operating Performance Surplus/(Deficit) Cash and Cash Equivalents (39 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Property Rates & Services Charges Expenditure % Increase in Property Rates & Services Charges			116 089	107 839 23 014 4,8% 0,0% 0,0% 0,0% (7,1%)	7,1% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3%	1,5% 0,0% 0,0% 0,0% 3,3%	0,0% 0,0% 0,0% 0,0% 0,0%	(3,9%) 0,0% 0,0% 0,0% (33,3%)	(17 158) (1 555) 3,3% 0,0% 0,0% 0,0% 7,2%	(4 582) (1,1%) 0,0% 0,0% 0,0% (8,7%)	1,8% 0,0% 0,0% 0,0% 0,0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Entirity Revenue % Increase in Entirity Revenue % Increase in Entirity Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure			116 089	4,8% 0,0% 0,0% 0,0% 0,0%	7,1% 0,0% 0,0% 0,0% 10,7% 3,4%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5%	(10 982) 1,5% 0,0% 0,0% 0,0% 3,3% (2,7%)	0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	(3,9%) 0,0% 0,0% 0,0% (33,3%) (19,8%)	(17 158) (1 555) 3,3% 0,0% 0,0% 0,0% 7,2% 7,2%	(4 582) (1,1%) 0,0% 0,0% 0,0% (8,7%) 5,3%	1,8% 0,0% 0,0% 0,0% 0,0% 3,6% 4,3%
Total Operating Expenditure Operating Performance Surplus/(Deficit) Cash and Cash Equivalents (39 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Property Rates & Services Charges Expenditure % Increase in Property Rates & Services Charges			116 089	107 839 23 014 4,8% 0,0% 0,0% 0,0% (7,1%)	7,1% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3%	1,5% 0,0% 0,0% 0,0% 3,3%	0,0% 0,0% 0,0% 0,0% 0,0%	(3,9%) 0,0% 0,0% 0,0% (33,3%)	(17 158) (1 555) 3,3% 0,0% 0,0% 0,0% 7,2%	(4 582) (1,1%) 0,0% 0,0% 0,0% (8,7%)	1,8% 0,0% 0,0% 0,0% 0,0%
Total Operating Expenditure Operating Performance Surplus/(Deficit) Cash and Cash Equivalents (39 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Entirity Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Entirity Bulk Purchases Average Cost Per Budgeled Employee Postion (Remuneration) Average Cost Per Dudgeled Employee (Date)			116 089 8 729	4.8% 0.0% 0.0% 0.0% 0.0%	7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0	(10 982) 1,5% 0,0% 0,0% 0,0% 3,3% (2,7%) 0,0%	0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	(3,9%) 0,0% 0,0% 0,0% (33,3%) (19,8%)	(17 158) (1 555) 3,3% 0,0% 0,0% 0,0% 7,2% 7,2% 0,0% 0	(4 582) (1.1%) 0,0% 0,0% 0,0% (8.7%) 5,3% 0,0%	1,8% 0,0% 0,0% 0,0% 0,0% 3,6% 4,3% 0,0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Electricity Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Electricity Bulk Purchases % Increase in Electricity Bulk Purchases Average Cost Per Dougled Employee Position (Remuneration) Average Cost Per Councilior (Remuneration) Reverse Mark % of PPE			116 089 8 729	107 839 23 014 4.8% 0.0% 0.0% 0.0% (7.1%) 6.4% 0.0%	7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 0 0 0 0 0 0 0 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0 0	(10 982) 1,5% 0,0% 0,0% 0,0% 3,3% (2,7%) 0,0%	(10 982) 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 1,6%	(3,9%) 0,0% 0,0% 0,0% (33,3%) (19,8%)	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0% 0 0	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0%	1,8% 0,0% 0,0% 0,0% 0,0% 3,6% 4,3% 0,0%
Total Operating Expenditure Operating Performance Surplus/(Deficit) Cash and Cash Equivalents (39 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Entirity Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Entirity Butk Purchases Average Cost Per Budgeled Employee Position (Remuneration) R&M % of PPE Asset Renewal and R&M as a % of PPE Debt Impairment % of Total Billable Revenue			116 089 8 729	4.8% 0.0% 0.0% 0.0% 0.0%	7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0	(10 982) 1,5% 0,0% 0,0% 0,0% 3,3% (2,7%) 0,0%	0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	(3,9%) 0,0% 0,0% 0,0% (33,3%) (19,8%)	(17 158) (1 555) 3,3% 0,0% 0,0% 0,0% 7,2% 7,2% 0,0% 0	(4 582) (1.1%) 0,0% 0,0% 0,0% (8.7%) 5,3% 0,0%	1,8% 0,0% 0,0% 0,0% 0,0% 3,6% 4,3% 0,0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Excitority Revenue % Increase in Excitority Revenue % Increase in Excitority Revenue % Increase in Excitority Revenue % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Expenditure % Increase			116 089 8 729 6,2% 9,0%	107 839 23 014 4,8% 0,0% 0,0% 0,0% (7,1%) 6,4% 0,0%	7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 0 0 0 14,0%	146 080 (8 229) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0 0 15,1% 28,0%	(10 982) 1,5% 0,0% 0,0% 0,0% 0,0% 4,7%) 0,0% 14,6% 30,0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(3,9%) 0,0% 0,0% 0,0% 0,0% (33,3%) (19,8%) 0,0%	(17 158) (1 555) 3,3% 0,0% 0,0% 0,0% 7,2% 7,2% 0,0% 0 0 11,4% 24,0% 0,0%	(4 582) (1,1%) 0,0% 0,0% 0,0% (8,7%) 5,3% 0,0%	(7 262) 1,8% 0,0% 0,0% 0,0% 3,6% 4,3% 0,0% 13,6% 13,0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % increase in Total Operating Revenue % increase in Excitority Revenue % increase in Excitority Revenue % increase in Excitority Revenue % increase in Excitority Revenue % increase in Fortichy Revenue % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating (Revenues) % increase in Total Operating (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Studgeled Employee Position (Remuneration) Average Cost Per Councillor (Remuner			116 089 8 729 6,2% 9,0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% (7.1%) 6.4% 0.0% 6.5% 29.0% 0.0%	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 0 0 14,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0 15,1% 28,0% 0,0%	(10 982) 1,5% 0,0% 0,0% 0,0% 3,3% (2,7%) 0,0% 14,6% 30,0% 0,0%	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 14,6% 30,0% 0,0%	(3,9%) 0,0% 0,0% 0,0% (33,3%) (19,8%) 0,0%	(17 158) (1 555) 3,3% 0,0% 0,0% 0,0% 7,2% 7,2% 0,0% 0 0 11,4% 24,0%	(4 582) (1,1%) 0,0% 0,0% 0,0% (8,7%) 5,3% 0,0% 12,5% 12,0% 0,0%	(7 262) 1,8% 0,0% 0,0% 0,0% 3,6% 4,3% 0,0% 13,6% 13,0%
Total Operating Expenditure Operating Performance Surpluss/(Deficit) Cash and Cash Equivalents (39 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Entirity Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Entirity Europer Operation (Remuneration) Rate Services of Entirity Europer Operation (Remuneration) RAM % of PPE Asset Renewal and RAM as a % of PPE Debt Impairment % of Total Billable Revenue Capital Revenue Internally Funded & Other (R000) Borrowing (R700) Gornal Funding and Other (R000)			6,2% 9,0% 0,0%	107 839 23 014 4 8% 0,0% 0,0% 0,0% (7.1%) 6,4% 0,0% 6,5% 29,0% 0,0%	119 407 20 793 7.1% 0.0% 0.0% 0.0% 10,7% 3.4% 0.0% 0 9.1% 14,0% 0.0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0,0% 8 740	(10 982) 1.5% 0.0% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0%	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.8%) 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0% 0 11.4% 24.0% 0.0%	(4 582) (1.1%) 0.0% 0.0% 0.0% 0.0% 5.3% 0.0% 12,5% 12,0% 0.0% 400 -	(7 262) 1,8% 0,0% 0,0% 0,0% 3,6% 4,3% 0,0% 13,6% 13,0% 0,0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % increase in Total Operating Revenue % increase in Excitority Revenue % increase in Excitority Revenue % increase in Excitority Revenue % increase in Excitority Revenue % increase in Fortichy Revenue % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating Expenditure % increase in Total Operating (Revenues) % increase in Total Operating (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Studgeled Employee Position (Remuneration) Average Cost Per Councillor (Remuner			6.2% 9.0% 0.0%	107 839 23 014 4 8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 0.0% 10,7% 3.4% 0.0% 0 9.1% 14,0% 0.0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0 15,1% 28,0% 0,0% 8 740 - 100,0% 0,0%	(10 982) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14,6% 30.0% 12 126 12 126 100.0%	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.5%) 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 0.0% 0 0 11,4% 24,0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% 5.3% 0.0% 12.5% 12.0% 0.0% 400 - 100.0% 0.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 0.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % increase in Total Operating Revenue % increase in Total Operating Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Employee Costs % increase in Employee Costs % increase in Entirol We Purchases Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Extensive State of Cost Per Councilior (Remuneration) Average Cost Per Gouge of Cost Per Councilior (Remuneration) Expert Marchase (Archael State Cost Per Councilior (Remuneration) Expert Purched & Other (ROUO) Expert Impairment % of Total Billable Revenue Capital Revenue Internally Funded & Other (ROUO) Expert Inding and Other (ROUO) Borrowing (ROU) Sort Funding and Other (ROUG) Borrowing (ROUG) Grant Funding of Other (FROUG) Borrowing (ROUG) Form Funding of Other (FROUG)			116 089 8 729 6 2% 9 0% 0 0% 0 0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0 0 15,1% 28,0% 0,0% 8 740 100,0%	11.5% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0%	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0% 12 126 100.0%	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.8%) 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0% 0 0 11.4% 24.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% 0.0% 5.3% 0.0% 12.5% 12.0% 0.0%	(7 262) 1,8% 0,0% 0,0% 0,0% 4,3% 0,0% 13,6% 13,0% 0,0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (39 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Education (Properating Expenditure % Increase in Education (Properating Expenditure % Increase in Education (Properating Expenditure) % Increase in Education (Properation (Remuneration) RAM % of PPE Asset Renewal and RAM as a % of PPE Debt Impairment % of Total Billable Revenue Capital Revenue Uniternally Funded & Other (R000) Grant Funding and Other (R000) Internally Generated funds % of Non Grant Funding Grant Funding % of Total Funding Grant Funding % of Total Funding Grant Funding % of Total Funding Grant Funding % of Total Funding Grant Funding % of Total Funding Grant Funding % of Total Funding Grant Expenditure			6.2% 9.0% 0.0%	107 839 23 014 4 8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 0.0% 10,7% 3.4% 0.0% 0 9.1% 14,0% 0.0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0 15,1% 28,0% 0,0% 8 740 - 100,0% 0,0%	(10 982) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14,6% 30.0% 12 126 12 126 100.0%	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.5%) 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 0.0% 0 0 11,4% 24,0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% 5.3% 0.0% 12.5% 12.0% 0.0% 400 - 100.0% 0.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 0.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Enteritory Bulk Purchases % Increase in Enteritory Bulk Purchases % Increase in Enteritory Bulk Purchases Average Cost Per Budgeted Employee Position (Remuneration) Average Cost Per Councilior (Remuneration) RAM % of PPE Asset Remeval and RAM as a % of PPE Debt Impairment % of Total Billable Revenue Capital Revenue internally Funded & Other (R000) Borrowing (R000) Grant Funding and Other (R000) Borrowing (R000) Grant Funding Montal Funding Grant Funding % of Non Grant Funding Grant Funding % of Non Grant Funding Grant Funding % of Non Grant Funding Grant Expenditure Total Capital Programme (R000) Asset Renewal			116 089 8 729 6.2% 9.0% 0.0% 	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 0 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1.7%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	(10 982) 1.5% 0.0% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 12 126 - 100.0% 0.0% 12 126 6 718	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0% 12 126 - 100.0% 0.0% 12 126 6 718	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.8%) 0.0% 0.0% 923 	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 0.0% 0 0 11.4% 24.0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 0.0% 400 100.0% 0.0%	(7 262) 1,8% 0,0% 0,0% 0,0% 3,5% 4,3% 0,0% 13,6% 13,0% 0,0% 5 -1 100,0% 0,0% 5 5 5
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Potely Rates Revenue % Increase in Performance % Increase in Performance % Increase in Performance % Increase in Performance % Increase in Eduction Revenue % Increase in Eduction Revenue % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Eduction Revenues Cost Per Councilior (Remuneration) Average Cost Per Dougleid Employee Position (Remuneration) Average Cost Per Dougleid Configure Revenue Capital Revenue Internally Funded & Other (R000) Internally Funded & Other (R000) Internally Funded & Other (R000) Internally Generated funds % of Non Grant Funding Cantel Europament Garlotal Capital Propriame (R000) Asset Renewal Asset Renewal Asset Renewal % of Total Capital Expenditure			116 089 8 729 6 2% 9.0% 0.0% 0.0% 0.0% 0.0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 6.4% 0.0% 9 192 - 100.0% 0.0% 9 195 9 195 9 195 9 195	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 0 14,0% 0,0% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 0,0% 22,3% 26,5% 0 0,0% 0 15,1% 28,0% 8 740 100,0% 0,0% 8 740	(10 982) 1,5% 0,0% 0,0% 0,0% 0,0% 3,3% (2,7%) 0,0% 14,5% 30,0% 12 126 - 100,0% 0,0% 12 126	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 12 126 100.0% 12 126	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.8%) 0.0% 923 	(17 158) (1555) 3.3% 0.0% 0.0% 0.0% 0.0% 7.2% 0.0% 0.0 11.4% 24.0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% 5.3% 0.0% 12.5% 12.0% 0.0% 400 0.0% 0.0%	(7 262) 1,8% 0,0% 0,0% 0,0% 4,3% 4,3% 0,0% 13,6% 13,0% 5 100,0% 0,0% 5
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Edertrichy Revenue % Increase in Edertrichy Revenue % Increase in Edertrichy Europerating Expenditure % Increase in Employee Costs % Increase in Employee Costs % Increase in Edertrichy Bulk Purchases Average Cost Per Outpollor (Remuneration) Average Cost Per Outpollor (Remuneration) Average Cost Per Outpollor (Remuneration) Edertrichy Europerating Expenditure Asset Renewal and R&M as a % of PPE Debt Impairment ¼ of Total Billable Revenue Capital Revenue Internally Funded & Other (R000) Internally Generated Stinds % of Non Grant Funding Borrowing % of Non Grant Funding Grant Funding % of Non Grant Funding Grant Funding % of Total Dalptal Funding Gapital Expenditure Total Capital Programme (R000) Asset Renewal % of Total Capital Expenditure Gash Cash Receipts % of Rate Payer & Other			116 089 8 729 6 2% 9 0% 0 0% 0 0% 0 0% 627 546 0 0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	146 080 (8 228) (1.7%) 0.0% 0.0% 0.0% 0.0% 22.3% 26.5% 0.0% 0.0% 28.0% 8.740 4.652 5.3.0% 273.8%	(10 882) 1,5% 0,0% 0,0% 0,0% 2,7%) 0,0% 14,6% 30,0% 0,0% 12 126 100,0% 0,0% 12 126 6 718 55,4%	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0% 12 126	33 888 (3.9%) 0.0% 0.0% 0.0% (19.8%) 0.0% 0.0% 0.0% 923 	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0 0 0 11,4% 24,0% 0.0% 0.0% 12 179 100,0% 0.0% 0.0%	(4 582) (1.1%) 0.0% 0.0% 0.0% 5.3% 0.0% 12.5% 400 - 100.0% 0.0% 4475.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 1.6% 4.3% 4.3% 0.0% 5.00% 5.00% 5.5000% 5.5000%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue 's increase in Total Operating Revenue 's increase in Enteritory Revenue 's increase in Enteritory Revenue 's increase in Enteritory Revenue 's increase in Enteritory Revenue 's increase in Forticory Revenue 's increase in Forticory Revenue 's increase in Total Operating Expenditure 's increase in Total Operating Expenditure 's increase in Enteritory Bulk Purchases 's increase in Enteritory Bulk Purchases 's increase in Enteritory Bulk Purchases 's increase in Enteritory Bulk Purchases 's increase in Enteritory Bulk Purchases 's increase in Enteritory Bulk Purchases 's increase in Enteritory Bulk Purchases 's increase in Electricity Bulk Purchases 's increase in			6,2% 9,0% 0,0% 0,0% 0,0% 627 546 0,0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 6.4% 6.5% 29.0% 0.0% 0.0% 9 192 - 100.0% 0.0% 0.0% 0.0% 195.1% 9 195 8 740 95.1%	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 9,1% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0.0% 0.0% 0.0% 0.0% 15,1% 28,0% 0.0% 8 740 - 100,0% 0.0% 8 740 4 532 53,0%	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126 - 100.0% 0.0% 15 1266 718 15 1266 718	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	33 888 (3,9%) 0,0% 0,0% 0,0% (33,3%) (19,8%) 0,0% 0,0% 0,0% 23 6 718 727,8%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 0.0% 0 0 11.4% 24.0% 0.0% 0.0% 0.0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 100.0% 400 0.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 5 100.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Enteritory Bulk Purchases % Increase in Enteritory Bulk Purchases Average Cash Puduged Employee Position (Remuneration) Average Cost Per Councilior (Remuneration) RAM % of PPE Asset Renewal and RAM as a % of PPE Debt Impariment % of Total Bilabbe Revenue Capital Revenue Internally Funded & Other (R000) Grant Funding and Other (R000) Grant Funding % of Total Funding Gariat Expenditure Total Capital Programme (R000) Asset Renewal % of Total Capital Expenditure Cash Coverage Ratio Berrowing R00			116 089 8 729 6 2% 9 0% 0 0% 0 0% 0 0% 627 546 0 0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	146 080 (8 228) (1.7%) 0.0% 0.0% 0.0% 0.0% 22.3% 26.5% 0.0% 0.0% 28.0% 8.740 4.652 5.3.0% 273.8%	(10 882) 1,5% 0,0% 0,0% 0,0% 2,7%) 0,0% 14,6% 30,0% 0,0% 12 126 100,0% 0,0% 12 126 6 718 55,4%	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0% 12 126	33 888 (3.9%) 0.0% 0.0% 0.0% (19.8%) 0.0% 0.0% 0.0% 923 	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 0.0% 0 0 11.4% 24.0% 0.0% 0.0% 0.0% 0.0% 0.0% 24.0% 24.0% 24.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(4 582) (1.1%) 0.0% 0.0% 0.0% 5.3% 0.0% 12.5% 400 - 100.0% 0.0% 4475.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 5 5 100.0% 2287,5%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Enteritory Revenue % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Enteritory Brukerue % Increase in Total Operating Expenditure % Increase in Enteritory Brukerue % Increase in Enteritory Brukerue % Increase in Enteritory Brukerue % Increase in Enteritory Brukerue % Increase in Enteritory Brukerue RAM % of PPE Asset Renewal and RAM as a % of PPE Debt Impariment % of Total Bilabbe Revenue Capital Revenue Uniternally Funded & Other (RO00) Borrowing (RO0) Grant Funding and Other (RO00) Borrowing % of Non Grant Funding Grant Funding % of Total Funding Grant Funding % of Total Funding Grant Funding % of Total Capital Expenditure Total Capital Programme (R000) Asset Renewal % of Total Capital Expenditure Cash Cash Roecopits % of Rate Payer & Other Cash Coverage Ratio Corelit Rating (2005/10) Corelit Rating (2005/10) Corelit Rating (2005/10) Corelit Rating (2005/10) Corelit Rating (2005/10) Corelit Rating (2005/10) Corelit Rating (2005/10) Corelit Rating (2005/10) Corelit Rating (2005/10)			116 089 8 729 6.2% 9.0% 0.0% 	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 6.4% 6.5% 29.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 0 9,1% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126 100.0% 0.0% 273,8% 0 0 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.8%) 0.0% 923 	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0 0 0 11,4% 24,0% 0.0% 0.0% 12 179 100,0% 0.0% 0.0%	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 - 100.0% 0.0% 4475,0% 0.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 5.00% 5.00% 5.100.0% 5.100.0% 0.0% 0.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol West Purchases Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Councilior (Remuneration) Average Cost Per Councilior (Remuneration) Average Cost Per Sudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Councilior (Remuneration) Average Cost Per Cost (Remuneration) Average Cost Per Cost (Remuneration) Average Cost Per Cost (Remuneration) Average Cost Per Cost (Remuneration) Average Cost			116 089 8 729 6 2% 9 0% 0 0% 0 0 0% 0 0% 0 0% 0 0% 0 0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 10,7% 3.4% 0.0% 0 91% 14,0% 0.0% 967 100,0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	146 080 (8 228) (1,7%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	(10 982) 1,5% 0,0% 0,0% 0,0% 3,3% (2,7%) 0,0% 14,6% 30,0% 0,0% 12 126 6 718 55,4% 0	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0% 12 126 100.0% 0.0% 12 126 6 718 55.4% 0	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.8%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0% 0 0 11,4% 24,0% 0.0% 12 179 7 811 64,1% 0.0% 0.0%	(4 582) (1.1%) 0.0% 0.0% 0.0% 0.0% 5.3% 0.0% 12.5% 12.0% 0.0% 400 - 100.0% 0.0% 4475.0% 0	(7 262) 1,8% 0,0% 0,0% 0,0% 4,3% 4,3% 0,0% 13,6% 4,3% 0,0% 5 -100,0% 5 100,0% 2287,5% 0
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Cost % Increase in Employee Cost % Increase in Employee Cost % Increase in Employee Cost % Increase in Employee % Increase in Employee % Increase in Employee % Increase in Employee % Increase in Employee % Increase in Employee % Increase in Employee % Increase			6,2% 9,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 6.4% 6.5% 29.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 9,1% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 0,0% 15,1% 28,0% 0,0% 8 740 - 100,0% 4 632 53,0% 273,8% 0	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	33 888 (3.9%) 0.0% 0.0% 0.0% (19.6%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 0.0% 0 0 11.4% 24.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 100.0% 0.0% 407 0.0% 0.0% 0.0% 0.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 5 100.0% 0.0% 0.0% 0.0% 0.0% 0.0%
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Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Ederticity Revenue % Increase in Ederticity Revenue % Increase in Ederticity Europerating Expenditure % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Employee Costs % Increase in Ederticity Bulk Purchases Average Cost Per Ouncilior (Remuneration) Average Cost Per Ouncilior (Remuneration) Average Cost Per Ouncilior (Remuneration) Average Cost Per Ouncilior (Remuneration) Ederticity Expenditure Debt Impairment & of Total Billable Revenue Capital Revenue Internally Funded & Other (R000) Internally Cenerated funds % of Non Grant Funding Canti Funding with Total Funding Cantin Funding with Total Funding Capital Expenditure Total Capital Programme (R000) Asset Renewal Asset Renewal % of Total Capital Expenditure Cash Cash Receipts % of Rate Payer & Other Cash Rocepits % of Rate Payer & Other Cash Rocepits % of Capital Expenditure Reserves Surplus (Deficies Free Basic Services as a % of Equitable Share			6,2% 9,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 6.4% 6.5% 29.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0 9,1% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 0,0% 15,1% 28,0% 0,0% 8 740 - 100,0% 4 632 53,0% 273,8% 0	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	33 888 (3.9%) 0.0% 0.0% 0.0% (19.6%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 0.0% 0 0 11.4% 24.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 100.0% 0.0% 407 0.0% 0.0% 0.0% 0.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 5 100.0% 0.0% 0.0% 0.0% 0.0% 0.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Enteritory Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Total Operating Expenditure % Increase in Enteritory Bulk Purchases % Increase in Enteritory Bulk Purchases Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Councilior (Remuneration) Average Cost Per Dudgeled Employee Position (Remuneration) Average Cost Per Councilior (Remuneration) Average Cost Per Councilior (Remuneration) Average Cost Per Councilior (Remuneration) Capital Expenditure Total Capital Pogramme (R000) Asset Renewal Asset Renewal Asset Renewal Asset Renewal Asset Renewal Asset Renewal Asset Renewal Asset Renewal Asset Renewal Borrowing (R000) Capital Charges to Operating Borrowing Rocotis % of Total Capital Expenditure Cash Cach Coverage Ratio Borrowing Rocotis % of Capital Expenditure Reserves Surplus(Defot) Free Services as a % of Equitable Share Free Services as a % of Operating Revenue			6.2% 9.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7,1% 0,0% 0,0% 0,0% 10,7% 3,4% 0,0% 0,0% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0,0% 15,1% 28,0% 0,0% 8 740 - 100,0% 0,0% 273,8% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126 - 100.0% 0.0% 12 126 - 100.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	33 888 (3.9%) 0.0% 0.0% 0.0% (19.6%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0% 0 11.4% 24.0% 0.0% 12 179 7 100.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 100.0% 400 0.0% 4475.0% 0 0.0%	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 5 100.0% 0.0% 0.0% 0.0% 0.0% 616 116
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % increase in Total Operating Revenue % increase in Total Operating Revenue % increase in Total Operating Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Entirol Revenue % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Entirol Performance % increase in Electricity Bulk Purchase % increase in Electricity Bulk Purchase % increase in Electricity Bulk Purchase % increase in Electricity Bulk Purchase % increase in Electricity Bulk Purchase % increase in Electricity Bulk Purchase % increase in Electricity Bulk Purchase % increase in Electricity Bulk % increase in Elect			116 089 8 729 6 2% 9 0% 0 0% 0 0% 0 0% 0 0% 0 0% 0 0% 0 0	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7,1% 0,0% 0,0% 10,7% 3,4% 0 0 91% 14,0% 0,0% 0,0% 967 75,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0,0% 15,1% 28,0% 0,0% 8 740 - 100,0% 0,0% 3 740 4 632 53,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126 100.0% 0.0% 6 718 55.4% 273.8% 0 0,0% 0.0%	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	33 888 (3.9%) 0.0% 0.0% 0.0% (19.6%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 7.2% 0.0% 0 0 11,4% 24,0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 -100.0% 4475.0% 0.0% 1 0.0% 1 0.0% 0.0% 0.0% 0.0%	(7 262) 1,8% 0,0% 0,0% 0,0% 3,6% 4,3% 0,0% 13,6% 13,0% 0,0% 5 100,0% 5 100,0% 5 100,0% 0,0% 0,0% 616 116 0,0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol Revenue % Increase in Entirol West Purchases % Increase in Entirol West Purchases % Increase in Entirol West Purchases % Increase in Entirol West Purchases Average Cost Per Dougellor (Remuneration) Average Cost Per Dougellor (Remuneration) Average Cost Per Dougellor (Remuneration) Average Cost Per Dougellor (Remuneration) Expert May of PPE Asset Renewal and R&M as a % of PPE Debt Impairment % of Total Billable Revenue Capital Revenue Internally Genetical Units % of Non Grant Funding Grant Funding % of Total Funding Genthe Lispenditure Total Capital Programme (R000) Asset Renewal Asset Renewal Asset Renewal % of Total Capital Expenditure Cash Cash Recoipts % of Rate Payer & Other Cash Recoipts % of Rate Payer & Other Cash Recoipts % of Capital Expenditure Reservices Fee Services Fee Basic Services as a % of Equitable Share Fine Services Fee Services Fee Services Fee Services Fee Services Fee Services Fee Services Fee Services Fee Generational Turnoling Compiliance Total Operating Revenue Cotal Operating Revenue			6.2% 9.0% 0.0% 	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 10,7% 3.4% 0.0% 0.0% 14,0% 0.0% 967 7- 100,0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 0.0% 14,0% 0.0% 0.0% 14,0% 0.0% 14,0% 0.0% 14,0% 0.0% 0.0% 14,0% 0.0% 14,0% 0.0% 0.0% 0.0% 0.0% 0.0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 15,1% 28,0% 0,0% 0,0% 8 740 4 632 53,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	(10 882) 1,5% 0,0% 0,0% 0,0% 3,3% (2,7%) 0,0% 14,6% 30,0% 0,0% 12 126 100,0% 0,0% 12 126 7273,8% 0 0,0% 0,0% 12 126 139 214) 0,0%	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 12 126 100.0% 0.0% 273.8% 0 0.0% 0.0% 0.0% 12 126 139 921	33 888 (3.9%) 0.0% 0.0% 0.0% (19.8%) 0.0% (19.8%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	(17 158) (1555) 3.3% 0.0% 0.0% 0.0% 0.0% 7.2% 0.0% 0 0 11,4% 24,0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% 0.0% 12.5% 12.0% 0.0% 400 - 100.0% 0.0% 4475.0% 0 0.0% 1 071 256 0.0% 0.0% 1 43 023	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 5 -100.0% 5 100.0% 2287,5% 0 0.0% 616.116 0.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Fotoperty Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure Revenue Coat Per Councilor (Remuneration) Average Coat Per Dudgeled Employee Position (Remuneration) Average Coat Per Councilor (Remuneration) Revenue Capital Revenue Capital Revenue Internally Funded & Other (R000) Grant Funding % of Total Bidable Revenue Capital Expenditure Total Capital Expenditure Total Capital Expenditure Total Capital Expenditure Cash Coverage Ratio Borrowing Coath Coverage Ratio Borrowing Cordit Rating (2009/10) Capital Charges to Operating Borrowing Rocotpts % of Capital Expenditure Reserves Surplus (Poderd) Free Services as a % of Equitable Share Free Basic Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Operating Revenue (ext operating Revenue			6.2% 9.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 6.4% 0.0% 6.5% 29.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	119 407 20 793 7,1% 0,0% 0,0% 10,7% 3,4% 0,0% 0,0% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0,0% 0,0% 8 740 - 100,0% 0,0% 23,8% 0,0% 0,0% 0,0% 0,0% 137,8% 0,0% 137,852 146 080	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126 - 100.0% 0.0% 0.0% 12 126 - 100.0% 0.0% 0.0% 0.0% 12 126 100.0% 0.0% 12 126 100.0% 0.0% 12 126 100.0% 0.0% 12 126 1150 1150 1150 1150 1150 1150 1150 115	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0% 12 126 6 718 55.4% 273.8% 0 0 0,0% 0.0% 0.0% 0.0% 0.0% 139 921 150 903	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.5%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 0.0% 0 0 11.4% 24.0% 0.0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 100.0% 0.0% 407 0.0% 0.0% 1071 256 0.0% 0.0% 143 023 143 023 147 605	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 5 100.0% 0.0% 616 116 0.0% 0.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Total Operating Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Electricity Revenue % Increase in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Electricity Bush Purchases // Increases in Force Purchases // Increases in Force Purchases // Increases in Force Purchases // Increases in Force Purchases // Increases in Force Purchases // Increases in Force Purchases // Increases in Force Purchases // Increases in Force Purchases // Increases in Fo			116 089 8 729 6 2% 9 0% 0 0% 0 0% 0 0% 0 0% 0 0% 0 0% 0 0	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	119 407 20 793 7.1% 0.0% 0.0% 0.0% 10,7% 3,4% 0.0 967 14,0% 0.0% 967 73,0% 0.0% 0.0% 0.0% 0.0% 100,0% 100,0% 100,0% 119,0% 100,0% 119,0% 140 200 119,0%	146 080 (8 228) (1.7%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 8 740 4 652 53.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126 100.0% 0.0% 0.0% 273.8% 0 0.0% 0.0% 139 921 150 9821	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 12 126 100.0% 0.0% 273.8% 0 0 0,0% 12 1216 6718 55,4% 0,0% 0,0% 139 921 150 903 10 982)	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.8%) 0.0% 9.23 100.0% 0.0% 923 100.0% 0.0% 923 110.0% 0.0% 923 120.0% 0.0% 923 120.0% 0.0% 923 120.0% 0.0% 923 120.0% 0.0% 923 120.0% 0.0% 923 120.0% 0.0% 0.0% 923 120.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	(17 158) (1555) 3.3% 0.0% 0.0% 0.0% 7.2% 7.2% 0.0% 0 0 11.4% 24.0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% 0.0% 10.0% 12.5% 12.5% 12.0% 0.0% 400 100.0% 0.0% 4475.0% 0 0 1471.256 0.0% 0.0% 1 071.256 0.0% 0.0% 1 071.256 0.0% 0.0% 1 443 023 147 605 (4 582)	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 0.0% 2287,5% 0 0.0% 616 116 0.0% 0.0%
Total Operating Expenditure Operating Performance Surplus/Deficit) Cash and Cash Equivalents (30 June 2012) Revenue % Increase in Total Operating Revenue % Increase in Fotoperty Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates Revenue % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Property Rates & Services Charges Expenditure % Increase in Total Operating Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure % Increase in Englished Expenditure Revenue Coat Per Councilor (Remuneration) Average Coat Per Dudgeled Employee Position (Remuneration) Average Coat Per Councilor (Remuneration) Revenue Capital Revenue Capital Revenue Internally Funded & Other (R000) Grant Funding % of Total Bidable Revenue Capital Expenditure Total Capital Expenditure Total Capital Expenditure Total Capital Expenditure Cash Coverage Ratio Borrowing Coath Coverage Ratio Borrowing Cordit Rating (2009/10) Capital Charges to Operating Borrowing Rocotpts % of Capital Expenditure Reserves Surplus (Poderd) Free Services as a % of Equitable Share Free Basic Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Equitable Share Free Services as a % of Operating Revenue (ext operating Revenue		15 15	6.2% 9.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0	107 839 23 014 4.8% 0.0% 0.0% 0.0% 0.0% 6.4% 0.0% 6.5% 29.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	119 407 20 793 7,1% 0,0% 0,0% 10,7% 3,4% 0,0% 0,0% 14,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	146 080 (8 228) (1,7%) 0,0% 0,0% 0,0% 22,3% 26,5% 0,0% 0,0% 0,0% 8 740 - 100,0% 0,0% 23,8% 0,0% 0,0% 0,0% 0,0% 137,8% 0,0% 137,852 146 080	(10 882) 1.5% 0.0% 0.0% 0.0% 3.3% (2.7%) 0.0% 14.6% 30.0% 0.0% 12 126 - 100.0% 0.0% 0.0% 12 126 - 100.0% 0.0% 0.0% 0.0% 12 126 100.0% 0.0% 12 126 100.0% 0.0% 12 126 100.0% 0.0% 12 126 1150 1150 1150 1150 1150 1150 1150 115	(10 982) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 14.6% 30.0% 0.0% 12 126 6 718 55.4% 273.8% 0 0 0,0% 0.0% 0.0% 0.0% 0.0% 139 921 150 903	33 888 (3.9%) 0.0% 0.0% 0.0% (33.3%) (19.5%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	(17 158) (1 555) 3.3% 0.0% 0.0% 0.0% 0.0% 0 0 11.4% 24.0% 0.0% 0.0% 12 179 	(4 582) (1.1%) 0.0% 0.0% 0.0% (8.7%) 5.3% 0.0% 12.5% 12.0% 0.0% 400 100.0% 0.0% 407 0.0% 0.0% 1071 256 0.0% 0.0% 143 023 143 023 147 605	(7 262) 1.8% 0.0% 0.0% 0.0% 3.6% 4.3% 0.0% 13.6% 13.0% 0.0% 5 100.0% 5 100.0% 0.0% 0.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0%

Description	Ref	2017/18	2018/19	2019/20	C	urrent Year 2020	/21	2021/22 Mediu	m Term Revenue Framework	e & Expenditure
•		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Valuation:	1									
Date of valuation:		2000/01/01	2000/01/01	2000/01/01	2000/01/01					
Financial year valuation used										
Municipal by-laws s6 in place? (Y/N)	2									
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3									
No. of data collectors (FTE)	3									
No. of internal valuers (FTE) No. of external valuers (FTE)	3									
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)	*									
Implementation time of new valuation roll (mths)										
No. of properties	5									
No. of sectional title values	5									
No. of unreasonably difficult properties s7(2)	"									
No. of supplementary valuations										
No. of valuation roll amendments										
No. of objections by rate payers										
No. of appeals by rate payers										
No. of successful objections	8									
No. of successful objections > 10%	8									
Supplementary valuation										
Public service infrastructure value (Rm)	5									
Municipality owned property value (Rm)										
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)										
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		-	-	-	-	-	_	-	-	_
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
Rating:										
Residential rate used to determine rate for other										
categories? (Y/N)										
	۱,									
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N) Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
, , ,										
Rate revenue:	_									
Rate revenue budget (R '000)	6									
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%) Special rating areas (R'000)	7									
	'									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										-
Total rebates, exemptns, reductns, discs (R'000)		-	_	-	-	-	-	_	-	_

DC9 Frances Baard - Supporting Table SA12a Property rates by category (current year)

DC9 Frances Baard - Supporting Table SA	IZar					0		B 1 !!	B: (<u> </u>		N (* 1	5.11	
Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
Current Year 2020/21										•••••			٠,			0.940.	
Valuation:																	
No. of properties																	
No. of sectional title property values																	
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations																	
Supplementary valuation (Rm)																	
No. of valuation roll amendments																	
No. of objections by rate-payers																	
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5																
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation (select)																	
Frequency of valuation (select)																	
Method of valuation used (select)																	
Base of valuation (select)																	
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)																	
Flat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
Total valuation reductions:																	
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
Rating:																	
Average rate	3																
Rate revenue budget (R '000)																	
Rate revenue expected to collect (R'000)																	
Expected cash collection rate (%)	4																
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000) Total rebates, exemptns, reductns, discs (R'000)																	
rotal repates, exemptins, reductins, discs (R 000)																	

DC9 Frances Baard - Supporting Table SA12b Property rates by category (budget year)

DC9 Frances Baard - Supporting Table SA	IZUF								5								
Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
Budget Year 2021/22													-,				
Valuation:																	
No. of properties																	
No. of sectional title property values																	
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations																	
Supplementary valuation (Rm)																	
No. of valuation roll amendments																	
No. of objections by rate-payers																	
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5																
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation (select)																	
Frequency of valuation (select)																	
Method of valuation used (select)																	
Base of valuation (select)																	
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)																	
Flat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
Total valuation reductions:																	
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
, ,																	
Rating:	3																
Average rate	3																
Rate revenue budget (R '000)																	
Rate revenue expected to collect (R'000)	4																
Expected cash collection rate (%) Special rating areas (R'000)	4																
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000)																	
Total rebates, exemptns, reductns, discs (R'000)																	

DC9 Frances Baard - Supporting Table SA13a Service Tariffs by category

DC9 Frances Baard - Supporting Table SA1	3a Se	rvice Tariffs by category							
Description	Ref	Provide description of tariff	2017/18	2018/19	2019/20	Current Year	2021/22 Mediu	m Term Revenue Framework	& Expenditure
Description	Kei	structure where appropriate	2017/16	2010/19	2019/20	2020/21	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Property rates (rate in the Rand)	1								
Residential properties									
Residential properties - vacant land									
Formal/informal settlements									
Small holdings									
Farm properties - used									
Farm properties - not used									
Industrial properties									
Business and commercial properties									
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties									
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Exemptions, reductions and rebates (Rands)									
Residential properties									
R15 000 threshhold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions	2								
Water tariffs									
Domestic									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/kl)									
Water usage - life line tariff		(describe structure)							
Water usage - Block 1 (c/kl)		(fill in thresholds)							
Water usage - Block 2 (c/kl)		(fill in thresholds)							
Water usage - Block 3 (c/kl)		(fill in thresholds)							
Water usage - Block 4 (c/kl)		(fill in thresholds)							
Other	2								
Waste water tariffs									
Domestic Domestic									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/kl)									
Volumetric charge - Block 1 (c/kl)		(fill in structure)							
Volumetric charge - Block 1 (c/kl) Volumetric charge - Block 2 (c/kl)		(fill in structure)							
Volumetric charge - Block 2 (c/kl) Volumetric charge - Block 3 (c/kl)		(fill in structure)							
Volumetric charge - block o (chi)	1	(ou dottaro)							

Other Electricity tariffs Domestic Basic charge/fixed fee (Rands/month) Service point - vacant land (Rands/month) FBE Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter (c/kwh)			
Domestic Basic charge/fixed fee (Rands/month) Service point - vacant land (Rands/month) FBE Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter (c/kwh)			
Domestic Basic charge/fixed fee (Rands/month) Service point - vacant land (Rands/month) FBE Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter (c/kwh)			
Basic charge/fixed fee (Rands/month) Service point - vacant land (Rands/month) FBE Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter (c/kwh)			
Service point - vacant land (Rands/month) FBE Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter (c/kwh)			
FBE Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter (c/kwh) (how is this targeted?) (describe structure) (describe structure)			
Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter (c/kwh) (describe structure)			
Life-line tariff - prepaid Flat rate tariff - meter (c/kwh) (describe structure)			
Flat rate tariff - meter (c/kwh)			
Flat rate tariff - prepaid(c/kwh)			
Meter - IBT Block 1 (c/kwh) (fill in thresholds)			
Meter - IBT Block 2 (c/kwh) (fill in thresholds)			
Meter - IBT Block 3 (c/kwh) (fill in thresholds)			
Meter - IBT Block 4 (c/kwh) (fill in thresholds)			
Meter - IBT Block 5 (c/kwh) (fill in thresholds)			
Prepaid - IBT Block 1 (c/kwh) (fill in thresholds)			
Prepaid - IBT Block 2 (c/kwh) (fill in thresholds)			
Prepaid - IBT Block 3 (c/kwh) (fill in thresholds)			
Prepaid - IBT Block 4 (c/kwh) (fill in thresholds)			
Prepaid - IBT Block 5 (c/kwh) (fill in thresholds)			
Other 2			
Waste management tariffs			
Domestic			
Street cleaning charge			
Basic charge/fixed fee			
80I bin - once a week			
250l bin - once a week			

DC9 Frances Baard - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff	2017/18	2018/19	2019/20	Current Year	2021/22 Mediu	m Term Revenue Framework	& Expenditure
Description	Kei	structure where appropriate	2017/16	2010/19	2019/20	2020/21	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Exemptions, reductions and rebates (Rands)									
- [Insert lines as applicable]		-	-	-	-	-	-	-	-
Water tariffa									
Water tariffs		0	_	_	-	_	-	_	-
[Insert blocks as applicable]		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
Waste water tariffs									
[Insert blocks as applicable]		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)	-	-	-	-	•	-	-
Electricity tariffs									
_ [Insert blocks as applicable]		0 (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)	-	-	-	-		-	-

DC9 Frances Baard - Supporting Table SA14 Household bills

Description			2017/18	2018/19	2019/20	Cı	ırrent Year 2020/	21	2021/22 Med	lium Term Reven	ue & Expenditur	e Framework
Description Rand/cent	R	lef	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22 % incr.	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year + 2023/24
Monthly Account for Household - 'Middle Inc	ome ·	1							% IIICI.			
Range'	, onio	'										
Rates and services charges:												
Property rates												
Electricity: Basic levy												
Electricity: Consumption												
Water: Basic levy												
Water: Consumption												
Sanitation												
Refuse removal												
Other												
	sub-total	r	_	_	_	_	_	_	_	-	_	_
VAT on Services												
Total large household bill:		F	-	_	_	-	-	_	_	-	_	_
% increase/-decrease				_	_	_	_	_		_	_	_
		\perp										
		2										
Monthly Account for Household - 'Affordable	e Range'											
Rates and services charges:												
Property rates												
Electricity: Basic levy												
Electricity: Consumption												
Water: Basic levy												
Water: Consumption												
Sanitation												
Refuse removal												
Other		-										
	sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services												
Total small household bill:			-	-	-	-	-	-	-	-	-	-
% increase/-decrease				-	_	-	-	-		-	-	-
Monthly Account for Household - 'Indigent'	- ;	3										
Household receiving free basic services												
Rates and services charges:]						
Nates and Sti Victs Chaluts.		- 1				1						
								the state of the s				
Property rates												
Property rates Electricity: Basic levy												
Property rates Electricity: Basic levy Electricity: Consumption												
Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy												
Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption												
Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption Sanitation												
Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption Sanitation Refuse removal												
Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption Sanitation Refuse removal Other	sub-total											
Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption Sanitation Refuse removal Other	sub-total		-	_	-	-	-		_	_	-	-
Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption Sanitation Refuse removal Other	sub-total				-	-	-	<u>-</u>			-	-

DC9 Frances Baard - Supporting Table SA15 Investment particulars by type

Investment type		2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand Parent municipality	+									
Securities - National Government Listed Corporate Bonds Deposits - Bank Deposits - Public Investment Commissioners Deposits - Corporation for Public Deposits Bankers Acceptance Certificates Negotiable Certificates of Deposit - Banks Guaranteed Endowment Policies (sinking) Repurchase Agreements - Banks Municipal Bonds		57 051 -	73 201 -	86 366 -	66 201 -	66 201 -	66 201 -	(80 609) -	(57 071) -	(62 632) -
Municipality sub-total	1	57 051	73 201	86 366	66 201	66 201	66 201	(80 609)	(57 071)	(62 632)
Entities Securities - National Government Listed Corporate Bonds Deposits - Bank Deposits - Public Investment Commissioners Deposits - Corporation for Public Deposits Bankers Acceptance Certificates Negotiable Certificates of Deposit - Banks Guaranteed Endowment Policies (sinking) Repurchase Agreements - Banks										
Entities sub-total		-	-		-	-	-	-	-	-
Consolidated total:		57 051	73 201	86 366	66 201	66 201	66 201	(80 609)	(57 071)	(62 632)

DC9 Frances Baard - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity		Period of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate ³	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID	1	Yrs/Months											
Parent municipality													
Municipality sub-total									#REF!		#REF!	#REF!	#REF!
Entities													
N/A													-
													-
													-
													-
Entities sub-total									-		-	-	-
TOTAL INVESTMENTS AND INTEREST	1								#REF!		#REF!	#REF!	#REF!

DC9 Frances Baard - Supporting Table SA17 Borrowing

DC9 Frances Baard - Supporting Table S	AII B	orrowing			ı					
Borrowing - Categorised by type	Ref	2017/18	2018/19	2019/20	Cu	rrent Year 2020/			m Term Revenue Framework	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Parent municipality										
Annuity and Bullet Loans		-	-	-	-	-	-	-	-	-
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	_	_	_	_	_	_	_	_
municipality sub-total	'	_	_		_	_		_	_	_
<u>Entities</u>										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	_	_	_	_	_	_	_	_
Total Borrowing	1	-	_	_	_	_	_	_	_	_
			_				_	_	_	
Unenent Borrowing - Categorised by type										
Unspent Borrowing - Categorised by type		-						-		
Parent municipality		-								
Parent municipality Long-Term Loans (annuity/reducing balance)			_						_	
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity)		-	-						_	
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock		-	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit		-	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases		-	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities		-	-					_		
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier		-	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds		-	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds		-	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds		_	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances		_	-							
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives	1			_			-			_
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total	1			_	_					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities	1			_	_	_				
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance)	1			_	-					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity)	1			_	-	_				
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock	1			_	-	_				
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit	1			_	-	_				
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases	1			_	_					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities	1			_	-					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases	1			_	_					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier	1			_	-					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds	1			_	-					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds	1			_	-					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances	1			_	-					
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives	1			-						
Parent municipality Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities Municipality sub-total Entities Long-Term Loans (annuity/reducing balance) Long-Term Loans (non-annuity) Local registered stock Instalment Credit Financial Leases PPP liabilities Finance Granted By Cap Equipment Supplier Marketable Bonds Non-Marketable Bonds Bankers Acceptances Financial derivatives Other Securities		_					-	-	_	_

DC9 Frances Baard - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2017/18	2018/19	2019/20	Cu	rrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year + 2023/24
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		116 083	117 209	124 211	130 602	132 171	132 171	136 988	135 463	138 069
Local Government Equitable Share		112 317	116 209	120 606	124 299	125 768	125 768	128 076	131 501	134 100
Expanded Public Works Programme Integrated Gr	a	-	_	1 270	1 001	1 101	1 101	1 077	-	-
Local Government Financial Management Grant		1 250	1 000	748	1 000	1 000	1 000	1 000	1 000	1 000
Municipal Disaster Recovery Grant		-	-	246	259	259	259	259	259	259
Municipal Systems Improvement Grant		-	-	_	1 500	1 500	1 500	4 000	_	-
Rural Road Asset Management Systems Grant		2 516	-	1 341	2 543	2 543	2 543	2 576	2 703	2 700
Provincial Government:		1 311	5 910	13	-	500	500	-	-	-
Capacity Building		-	3 930	-	-	-	_	-	-	-
Capacity Building and Other Grants		_		13	-	500	500	-	-	_
Disaster and Emergency Services		345	389	-	-	-	-	-	-	-
Expanded Public Works Programme		966	1 113	-	-	-	-	-	-	-
Health		-	478		-	-	_	_	_	-
Housing Projects		-	-	-	-	-	-	-	-	-
District Municipality:		-	_	_	-	-	_	-	-	-
Other grant providers:		304	74	126	100	100	100	90	90	9
Education Training and Development Practices SE	TA	-	-	96	100	100	100	90	90	9
Health and Welfare SETA		-	-	30	-	-	-	-	-	-
Northern Cape Economic Development Agency		164	-	-	-	-	-	-	-	-
Production		40	-		-	-	_	_	-	-
Services Sector SETA Unspecified		100	74 _	<u>-</u>	-	-			-	-
Total Operating Transfers and Grants	5	117 699	123 192	124 350	130 702	132 771	132 771	137 078	135 553	138 15
Capital Transfers and Grants										
National Government:		_	2 521	_	_	_	_	_	_	_
Rural Road Asset Management Systems Grant		_	2 521		_	_			_	
Trada Asset Management Cystems Chant			2 021							
Provincial Government:		_	_	-	-	-	_	-	_	-
Housing Projects		-	-	-	-	-	1	-	-	-
District Municipality:		-	-	-	-	-	_	-	ı	l
Other grant providers:		_	-	_	-	_	_	_	_	-
Fotal Capital Transfers and Grants	5	_	2 521	_	_	_	_	_	_	
Total Supital Hallolois and Olanto	ļ ,		Z 721		_		-		-	
TOTAL RECEIPTS OF TRANSFERS & GRANTS		117 699	125 713	124 350	130 702	132 771	132 771	137 078	135 553	138 1

DC9 Frances Baard - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2017/18	2018/19	2019/20	Cu	rrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		104 308	97 345	114 412	140 222	145 507	145 507	137 604	136 826	139 220
Local Government Equitable Share		101 583	93 531	111 586	133 919	139 661	139 661	128 692	132 864	135 255
Expanded Public Works Programme Integrated Gr	ant	-	685	716	1 001	780	780	1 077	-	-
Local Government Financial Management Grant		468	946	939	1 000	1 005	1 005	1 000	1 000	1 000
Municipal Disaster Recovery Grant		44	-	4	259	18	18	259	259	259
Municipal Systems Improvement Grant		-	-	-	1 500	1 500	1 500	4 000	-	-
Rural Road Asset Management Systems Grant		2 213	2 182	1 167	2 543	2 543	2 543	2 576	2 703	2 706
Provincial Government:		707	4 794	784	_	500	500	_	_	_
Capacity Building		_	3 930	_	_	-	-	-	_	_
Capacity Building and Other Grants		598	478	784	-	500	500	_	-	_
Expanded Public Works Programme		101	386	_	-	-	_	_	-	-
Housing Projects		8	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		_	92	36	100	100	100	90	90	90
Education Training and Development Practices SE	TA	-	-	-	100	100	100	90	90	90
Health and Welfare SETA		-	-	-	-	-	-		-	-
Production Services Sector SETA		_	92		-	_			-	
Total operating expenditure of Transfers and Grants:		105 015	102 231	115 233	140 322	146 107	146 107	137 694	136 916	139 310
Capital expenditure of Transfers and Grants										
National Government:		_	_	_	_	_	_	_	_	
Rural Road Asset Management Systems Grant		_			_	_			_	_
Provincial Government:		-	-	-	-	-	-	-	_	_
District Municipality:		_	-	-	_	-	-	-	_	-
Other grant providers:		-	-	-	-	-	_	-	-	-
Total capital expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANT	S	105 015	102 231	115 233	140 322	146 107	146 107	137 694	136 916	139 310

DC9 Frances Baard - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2017/18	2018/19	2019/20	Cı	ırrent Year 2020/2	21		m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Operating transfers and grants:	1,3									
National Government:		-	(92)	(79)	-	-	-	(70)	(70)	(70)
Balance unspent at beginning of the year		-	(5)	_	-	-	-	-	-	-
Current year receipts		(117 601)	(118 322)	(125 792)	(128 059)	(128 059)	(128 059)	(136 988)	(135 463)	(138 065
Conditions met - transferred to revenue		117 394	118 327	124 211	128 059	128 059	128 059	136 988	135 463	138 065
Conditions still to be met - transferred to liabilities		(207)	-	(1 581)	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year		(250)	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		250	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	_	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		(40)	-	-	-	-	-	_	-	-
Current year receipts		(264)	(74)	(70)	(100)	(100)	(100)	(90)	(90)	(90)
Conditions met - transferred to revenue		304	74	70	100	100	100	90	90	90
Conditions still to be met - transferred to liabilities		-	_	_	-	_	_	-	_	_
Total operating transfers and grants revenue		117 949	118 400	124 281	128 159	128 159	128 159	137 078	135 553	138 155
Total operating transfers and grants - CTBM	2	(207)	-	(1 581)	_	-	-	_	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	_	-	-
Current year receipts		-	(2 521)	-	(2 543)	(2 543)	(2 543)	_	_	-
Conditions met - transferred to revenue		-	2 521	_	2 543	2 543	2 543	-	-	_
Conditions still to be met - transferred to liabilities		-	_	_	_	_	_	_	_	_
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	_
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		_	_	_	_	_	_	_	_	_
Conditions still to be met - transferred to liabilities										
Total capital transfers and grants revenue		-	2 521	-	2 543	2 543	2 543	_	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		117 949	120 921	124 281	130 702	130 702	130 702	137 078	135 553	138 155
TOTAL TRANSFERS AND GRANTS - CTBM	1	(207)	_	(1 581)	_	_	_	_	_	_

DC9 Frances Baard - Supporting Table SA21 Transfers and grants made by the municipality

DC9 Frances Baard - Supporting Table SA21 Transfers and grants Description	Ref	2017/18	2018/19	2019/20		Current Ye	ear 2020/21		2021/22 Mediu	m Term Revenue	& Expenditure
·		Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Framework Budget Year +1	Budget Year +2
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2021/22	2022/23	2023/24
Cash Transfers to other municipalities Dm Nc:Fb-Awareness And Other Projects	1	500	_	_	_	_	_	_	_	_	_
Dm Nc:Fb-Diamonds & Dorings Support	'	263	-	-	- 0.000	- 0.000	- 0.000	-	- 2.000	-	-
Dm Nc:Fb-Environment Protection Dm Nc:Fb-Financial System Support (2) Lm		196	250 -	1 000 65	2 000	2 000	2 000	2 000	3 000 100	3 500 100	4 000 100
Dm Nc:Fb-Operation Clean Audit		413	-	-	-	-	-	-	-	-	-
Dm Nc:Fb-Operation Clean Audit/Cap Build Dm Nc:Fb-Plan & Development		67 -	_	_	_	_	-	-	_	_	_
Dm Nc:Fb-Sport & Recreation		-	-	- 3	- 13	- 13	- 13	- 12	- 28	-	-
Hh Oth Trans:Housing-Unspec/Aware Sanit Hh Oth Trans:Housing-Unspec/Wm Aware Pro		_	-	13	30	30	30	11	30	32	33
T&S_OP_Mon_Dm_Nc_Dc09_Cap Bld_D&D/Sp T&S_OP_Mon_Dm_Nc_Dc09_Cap Bld_Dikgatlong		-	-	-	300	-	-	-	-	-	-
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bid_Magareng		-	_	_	_	_	-	_	_	_	_
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Phokwane T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Solplaatje		-	-	-	-	-	-	-	-		-
1&5_Op_mon_bin_wc_bcos_cap Bid_Solpiaatje		_	_	_	_	_	-	_	_		_
Total Cash Transfers To Municipalities:		1 439	250	1 082	2 343	2 043	2 043	2 023	3 158	3 632	4 133
Cash Transfers to Entities/Other External Mechanisms	2										
Total Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Cach Transfers to other Organs of State											
Cash Transfers to other Organs of State Ts_O_M_Da&A_Nda_Health & Welfare Seta	3	-	-	-	-	-	-	-	-	-	-
Prv Dpt Agen - Park & Tourism Board Prv Dpt Agen - Park & Tourism Board/Ncta		58 135	-	14	-	-	-	-	-	-	-
Total Cash Transfers To Other Organs Of State:	<u> </u>	193	-	14	-	-	-	-	-	-	-
Cash Transfers to Organisations											
N-P Ub Sch: School Support Supporting Grant - Dik Tourism Ass.		-	-	-	-	-	-	-	_	-	_
Supporting Grant-Mag Tourism Ass		20	-	_	_	-	-	-	_	_	-
T&S_Cap_Mon_Dm_Nc_Dc09_Cap Bld_Water Dg		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Organisations		20	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
Hh Oth Trans: Bursaries Non Employee		229	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Groups Of Individuals:		229	_	_	_	-	-	-	_	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	1 880	250	1 096	2 343	2 043	2 043	2 023	3 158	3 632	4 133
Non-Cash Transfers to other municipalities											
Dm Nc: Frances Baard - Plan & Dev/Elec Dm Nc: Frances Baard - Planning & Devel	1	-	386	-	-	-	-	-	-		-
Dm Nc: Frances Baard - Franking & Devel Dm Nc: Frances Baard - Waste Water Man		101	-	-	-	-	-	_	_	_	_
Dm Nc: F Baard - Waste Water Man/Wm Camp Dm Nc: Frances Baard - Plan & Dev/Elec		0	2 3 029	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Planning & Devel		4 891	-	_	_	_	_	_	_	_	_
Dm Nc: Frances Baard - Road Transport Dm Nc: Frances Baard - Waste Water Man		3 243 2 158	1 750	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Water		3 578	1 364	_	_	_	_	-	_	_	_
Hh Oth Trans:Housing-Unspec/Aware Sanit Hh Oth Trans:Housing-Unspec/Wm Aware Pro		7 4	3	-	-	-	-	-	_	_	_
Hh Oth Trans:Housing-Unspec/Wm Camp		13	-	-	-	-	-	-	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Bld_Waste T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Dg		-	_	- 1 904	450 -	450 -	450 -	_	200	_	_
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Mg		-	-	1 690	-	-	-	-	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Pk T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Sp		_	_	2 000 2 000	_	_	-	_	_	_	_
Dm Nc: Frances Baard - Planning & Devel		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Road Transport Dm Nc: Frances Baard - Waste Water Man		738	_	_	-	-	-	-		_	_
Dm Nc: Frances Baard - Water		7 779	-	-	-	-	-	-	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Dg T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Mg		-	-	-	-	-	-	-	3 500 3 500	_	
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Pk		-	-	-	-	-	-	-	3 500	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Sp		-	-	-	-	-	-	-	3 500	-	-
Total Non-Cash Transfers To Municipalities:		22 512	6 537	7 594	450	450	450	-	14 200	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
	2										
Total Non-Cash Transfers To Entities/Ems'	-	-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Dg T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Mg	3	-	-	1 975 2 941	2 279 2 721	4 000 4 000	4 000 4 000	1 407 1 565	116 1 800	1 520 2 500	1 471 2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Pk		-	-	2 236	2 500	4 000	4 000	2 139	982	335	-
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Sp T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Dg		-	-	5 500 -	2 500	4 500	4 500	1 522	1 700 1 684	2 500 980	1 029
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Pk		-	-	-	-	-	-	-	818	2 165	2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Sp	L	_							_		2 500
Total Non-Cash Transfers To Other Organs Of State:	E	-	-	12 652	10 000	16 500	16 500	6 632	7 100	10 000	10 000
Non-Cash Grants to Organisations											
Non Prof: Unspecified Non Prof: Unspecified/Tour Bus	4	- 58	-	-	-	-	-	-	_		
N-P Ub Sch: Sch Sup(Oth Edu Inst)/Tour B		95	108	-	-	-	-	-	-	-	-
N-P Ub Sch: School Supp (Oth Educ Inst) Ts_C_lk_Np Ins_Gender		-	-	54 -	131	-	-	-	135 120	135	135
Total Non-Cash Grants To Organisations	-	154	108	54	131	-	-	-	255	135	135
Groups of Individuals Why San San Assay Great In Aid	5	050	147	F41	500	4.400	4.400	110	500	505	510
Hh Ssp Soc Ass: Grant In Aid	5	250	411	514	520	1 120	1 120	448	500	525	546
Total Non-Cash Grants To Groups Of Individuals:		250	411	514	520	1 120	1 120	448	500	525	546
TOTAL NON-CASH TRANSFERS AND GRANTS	t	22 916	7 056	20 814	11 101	1 120	1 120	7 081	22 055	10 660	10 681
TOTAL TRANSFERS AND GRANTS	6	24 796	7 306	21 909	13 443	20 113	20 113	9 104	25 213	14 292	14 814

DC9 Frances Baard - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2017/18	2018/19	2019/20	Cu	rrent Year 2020/2	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
On the state of th	1	A	В	С	D	E	F	G	Н	I
Councillors (Political Office Bearers plus Other)		4.050	E 247	E E67	7 205	7 205	7 205	E 000	6.040	6 673
Basic Salaries and Wages		4 958	5 347	5 567	7 295	7 295	7 295	5 900	6 213	6673
Pension and UIF Contributions Medical Aid Contributions										
Motor Vehicle Allowance		1 087	869	762	794	794	794	574	574	574
Cellphone Allowance		522	484	473	666	666	666	488	488	488
Housing Allowances		322	404	475	000	000	000	400	400	400
Other benefits and allowances										
Sub Total - Councillors		6 567	6 700	6 802	8 756	8 756	8 756	6 962	7 275	7 735
% increase	4		2,0%	1,5%	28,7%	-	-	(20,5%)		6,3%
			_,0 /0	1,070	20,1 70			(=0,070)	.,0%	,,,,,
Senior Managers of the Municipality	2									
Basic Salaries and Wages		3 898	3 459	5 286	6 333	6 616	6 616	6 182	6 628	7 106
Pension and UIF Contributions		323	5	7	438	445	445	221	236	252
Medical Aid Contributions		6	-	-	-	21	21	-	-	-
Overtime		-,	-	-	-	-	-	-	-	-
Performance Bonus		4	205	-	440	440	440	440	440	440
Motor Vehicle Allowance	3	182	-	_	193	342	342	193	193	193
Cellphone Allowance	3	62	53	78	78	96	96	96	96	96
Housing Allowances	3	-	-	-	_	12	12	_	- ,	- 1
Other benefits and allowances	3	132	0	0	1	12	12	1	207	
Payments in lieu of leave		(520)	195	(22)	139	322	322	287	307	329
Long service awards		-	-	-	-	-	_	_	-	_
Post-retirement benefit obligations	6	4.007	2.047	E 250	7 604	0.206	0.206	7 419	7.004	8 417
Sub Total - Senior Managers of Municipality % increase	4	4 087	3 917	5 350 36,6%	7 621 42,5%	8 306 9,0%	8 306		7 901 6,5%	6,5%
% increase	4		(4,2%)	30,0%	42,3%	9,076	-	(10,7%)	0,3%	0,376
Other Municipal Staff										
Basic Salaries and Wages		36 334	37 615	38 508	47 613	44 657	44 657	50 777	54 029	56 521
Pension and UIF Contributions		5 530	5 347	5 699	6 823	6 560	6 560	7 517	8 042	8 434
Medical Aid Contributions		1 804	2 406	2 330	2 396	2 384	2 384	2 402	2 402	2 402
Overtime		196	211	189	639	639	639	658	419	419
Performance Bonus		2 983	2 858	2 936	3 668	3 426	3 426	3 883	4 154	4 361
Motor Vehicle Allowance	3	3 470	3 204	2 955	3 338	4 248	4 248	4 745	4 745	4 745
Cellphone Allowance	3	143	215	213	236	279	279	349	349	349
Housing Allowances	3	371	431	435	424	439	439	433	433	433
Other benefits and allowances	3	1 147	457	493	2 464	566	566	636	681	714
Payments in lieu of leave		1 256	1 187	1 711	1 071	2 519	2 519	2 332	2 489	2 608
Long service awards		291	(16)	20	355	355	355	2 020	2,000	- 2.000
Post-retirement benefit obligations	6	305	3 818 57 733	2 914	4 016	4 149 70 222	4 149 70 222	3 039	3 006	3 066 84 051
Sub Total - Other Municipal Staff	1	53 830		58 404	73 044			76 771	80 747	
% increase	4		7,2%	1,2%	25,1%	(3,9%)	-	9,3%	5,2%	4,1%
Total Parent Municipality		64 484	68 350	70 556	89 421	87 283	87 283	91 153	95 924	100 203
			6,0%	3,2%	26,7%	(2,4%)	-	4,4%	5,2%	4,5%
Board Members of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Board Fees										
Dualu rees										
Payments in lieu of leave Long service awards										

Sub Total - Board Members of Entities	l	_	_	_	_	_	_	-	_	-
% increase	4		-	-	-	-	-	-	-	-
Senior Managers of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Entities		_	1	1	-	-	-	-	-	_
% increase	4		-	-	-	-	_	-	-	-
Other Staff of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Other Staff of Entities		_	-	-	-	_	-	_	-	_
% increase	4		-	-	-	-	-	-	-	-
Total Municipal Entities		-	-	-	-	-	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		64 484	68 350	70 556	89 421	87 283	87 283	91 153	95 924	100 203
% increase	4		6,0%	3,2%	26,7%	(2,4%)	1	4,4%	5,2%	4,5%
TOTAL MANAGERS AND STAFF	5,7	57 917	61 650	63 754	80 665	78 527	78 527	84 190	88 648	92 468

DC9 Frances Baard - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

DC9 Frances Baard - Supporting Table SA23 Salaries,	allov	vance		pontical office				
Disclosure of Salaries, Allowances & Benefits 1.	Ref		Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
		No.						
Rand per annum				1.				2.
Councillors	3							
Speaker	4		795 950		44 400			840 350
Chief Whip								_
Executive Mayor			947 570		44 400			991 970
Deputy Executive Mayor								_
Executive Committee			2 097 190		680 390			2 777 580
Total for all other councillors			2 059 770		292 720			2 352 490
Total Councillors	8	-	5 900 480	_	1 061 910			6 962 390
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1 250 700	1 780	276 760	120 000		1 649 240
Chief Finance Officer			1 179 770	1 780	74 770	80 000		1 336 320
SM D01			1 179 770	1 780	74 770	80 000		1 336 320
SM D02			1 392 130	1 780	74 770	80 000		1 548 680
SM D03			1 179 770	214 140	74 770	80 000		1 548 680
								-
List of each offical with packages >= senior manager								
, ,								_
								_
								_
								_
								_
								_
								_
								_
								_
								_
								_
								_
Total Carian Managara of the Municipality	0.40		C 400 440	221 260	F7F 040	440.000		7 440 040
Total Senior Managers of the Municipality	8,10	-	6 182 140	221 260	575 840	440 000		7 419 240
A Heading for Each Entity	6,7							
List each member of board by designation	-,-							
								_
								_
								_
								_
								-
								_
								_
								-
								_
								_
								-
								_
								-
								-
								-
								-
Total for municipal entities	8,10	-	-	-	-	_		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE			40.000	****		44		44.44
REMUNERATION	10	-	12 082 620	221 260	1 637 750	440 000		14 381 630

DC9 Frances Baard - Supporting Table SA24 Summary of personnel numbers

Number 12 Positions Permanent Contract employees Positions Permanent employees Positions Permanent employees Positions	DC9 Frances Baard - Supporting Table SA24 Summa	ry of	personnel ni	ımbers							
Municipal Council and Boards of Municipal Entities Councilions (Political Office Bearers plus Other Councillors) Board Members of municipal entities Municipal employees Municip	Summary of Personnel Numbers	Ref		2019/20		Cu	rrent Year 2020	/21	Bu	dget Year 2021	/22
Councilities (Political Office Bearers plus Other Councillors) Soard Members of municipal entities 4 5 5 5 5 5 5 5 5 5		1,2	Positions			Positions			Positions		
Board Members of municipal entities	· ·										
Municipal employees 5 Municipal Managers and Senior Managers 7 Other Managers 7 Professionals 7 Finance Spafel/lown planning Information Technology Information Technology Roads Electricity Water Sanitation Refuse Other Technicians Information Technology Roads Electricity Water Sanitation Spafel/lown planning Information Technology Roads Electricity Water Sanitation Refuse Other Clerics (Olerical and administrative) Service and sales workers Skilida agricultural and fishery workers Skilida agricultural and fishery workers Skilida agricultural and Machine Operators Elementary Occupations Elementary Occupations Finance personnel headcount 6, 10 Total municipal employees headcount 6, 10 Finance personnel headcount 8, 10											
Municipal Manager and Senior Managers 3 Other Managers 7 Prinance Spatial/own planning Information Technology											
Cher Managers											
Professionals	, ,	1									
Finance		7									
Spatial/town planning Information Technology Roads Electricity Water Sanitation Refuse Other Technicians Finance Spatial/town planning Information Technology Roads Electricity Water Sanitation Refuse Other Clerks (Cheical and administrative) Service and sales workers Skilled agricultural and fishery workers Creft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase Total municipal employees headcount 6, 10 Finance personnel headcount 8, 10			-	-	-	-	-	-	-	-	-
Information Technology Roads Electricity Water Sanitation Refuse Other Technicians Finance Spatial/flown planning Information Technology Roads Electricity Water Sanitation Technology Roads Electricity Water Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled againultral and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations Total municipal employees headcount 6, 10 Finance personnel headcount 8, 10 Finance personnel headcount Refuse Finance pers											
Roads Electricity Water Sanitation Refuse Other Technicians											
Electricity Water Sanitation Refuse Other Technicians	Information Technology										
Water Sanitation Refuse Other Technicians — — — — — — — — — — — — — — — — — — —	Roads										
Sanitation Refuse Other	Electricity										
Refuse	Water										
Cither Technicians	Sanitation										
Technicians	Refuse										
Finance Spatial/town planning Information Technology Roads Electricity Water Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase Total municipal employees headcount 6, 10 Finance personnel headcount A value of the control of the contro	Other										
Spatial/town planning Information Technology Roads Electricity Water Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS 9 Total municipal employees headcount 6, 10 Finance personnel headcount 8, 10	Technicians		-	_	_	-	_	_	-	_	_
Information Technology Roads Electricity Water Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS **No increase** Total municipal employees headcount 6, 10 Finance personnel headcount **A	Finance										
Roads Electricity Water Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS **Young and the company of the compan	Spatial/town planning										
Electricity Water Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS **N increase** Total municipal employees headcount Finance personnel headcount **A	Information Technology										
Water Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase 9	Roads										
Sanitation Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase Total municipal employees headcount Finance personnel headcount 8, 10	Electricity										
Refuse Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase Total municipal employees headcount Finance personnel headcount A property of the prop	Water										
Other Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS **N increase** Total municipal employees headcount Finance personnel headcount **N increase** **N incre	Sanitation										
Clerks (Clerical and administrative) Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS **increase** Total municipal employees headcount Finance personnel headcount **A P P P P P P P P P P P P P P P P P P	Refuse										
Service and sales workers Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase Total municipal employees headcount Finance personnel headcount 8, 10	Other										
Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase Total municipal employees headcount Finance personnel headcount 8, 10	Clerks (Clerical and administrative)										
Skilled agricultural and fishery workers Craft and related trades Plant and Machine Operators Elementary Occupations TOTAL PERSONNEL NUMBERS % increase Total municipal employees headcount Finance personnel headcount 8, 10	Service and sales workers										
Craft and related trades Plant and Machine Operators Elementary Occupations 9 -											
Elementary Occupations											
Elementary Occupations											
TOTAL PERSONNEL NUMBERS 9 -	· ·										
% increase		9	-	-	-	-	-	-	-	-	-
Finance personnel headcount 8, 10 8, 10		1				-	-		-	-	-
Finance personnel headcount 8, 10 8, 10	Total municipal employees headcount	6, 10									
	1										
Human Resources personnel headcount 8, 10	Human Resources personnel headcount	8, 10									

DC9 Frances Baard - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref		itiliy revenue	•			Budget Ye	ar 2021/22						Medium Te	rm Revenue and Framework	Expenditure
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source																
Property rates													_	-	-	-
Service charges - electricity revenue													_	-	-	-
Service charges - water revenue													_	-	-	-
Service charges - sanitation revenue													_	-	-	-
Service charges - refuse revenue													-	-	_	-
Rental of facilities and equipment		17	17	17	17	17	17	17	17	17	17	17	17	200	200	200
Interest earned - external investments		596	596	596	596	596	596	596	596	596	596	596	596	7 150	7 150	7 150
Interest earned - outstanding debtors													_	_	_	_
Dividends received													_	_	_	_
Fines, penalties and forfeits													_	_	_	_
Licences and permits													_	_	_	_
Agency services													_	_	_	_
Transfers and subsidies		11 423	11 423	11 423	11 423	11 423	11 423	11 423	11 423	11 423	11 423	11 423	11 423	137 078	135 553	138 155
Other revenue		10	10	10	10	10	10	10	10	10	10	10	10	120	120	120
Gains		10	10	_	-	10	10	10	10	10	10	10	_	120	120	120
Total Revenue (excluding capital transfers and contri	bution	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	144 548	143 023	145 625
' ' '		12 040	12 040	12 040	12 040	12 040	12 040	12 040	12 040	12 040	12 040	12 040	12 040	144 040	140 020	140 020
Expenditure By Type																
Employee related costs		7 016	7 016	7 016	7 016	7 016	7 016	7 016	7 016	7 016	7 016	7 016	7 016	84 190	88 648	92 468
Remuneration of councillors		580	580	580	580	580	580	580	580	580	580	580	580	6 962	7 275	
Debt impairment		1	1	1	1	1	1	1	1	1	1	1	1	10	10	10
Depreciation & asset impairment		304	304	304	304	304	304	304	304	304	304	304	304	3 648	3 277	2 609
Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity													-	-	-	-
Inventory consumed		183	183	183	183	183	183	183	183	183	183	183	183	2 190	1 572	1 622
Contracted services		1 860	1 860	1 860	1 860	1 860	1 860	1 860	1 860	1 860	1 860	1 860	1 860	22 316	15 188	15 938
Transfers and subsidies		2 101	2 101	2 101	2 101	2 101	2 101	2 101	2 101	2 101	2 101	2 101	2 101	25 213	14 292	14 814
Other expenditure		1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	16 070	16 213	16 581
Losses		92	92	92	92	92	92	92	92	92	92	92	92	1 105	1 130	1 111
Total Expenditure		13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 475	161 706	147 605	152 887
Surplus/(Deficit)		(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 429)	(17 158)	(4 582)	(7 262)
Transfers and subsidies - capital (monetary		` /	, ,	` ′	` ′	,	` ′	` ′	,	` '	, ,	` ′	, ,	, ,	` '	` '
allocations) (National / Provincial and District)		-	-	-	-	-	-	-	-	-	-	-	-	-	_	-
Transfers and subsidies - capital (monetary															[
allocations) (National / Provincial Departmental																
Agencies, Households, Non-profit Institutions, Private																
Enterprises, Public Corporatons, Higher Educational																
Institutions)													_	_	_	_
Transfers and subsidies - capital (in-kind - all)													_	_	_	_
Surplus/(Deficit) after capital transfers &																
contributions		(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 429)	(17 158)	(4 582)	(7 262)
Taxation													_	_	_	_
Attributable to minorities													_	Ī .	_	
Share of surplus/ (deficit) of associate													_	I _	1	_ [
Surplus/(Deficit)	1	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 429)	(17 158)	(4 582)	(7 262)

DC9 Frances Baard - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2021/22												Medium Te	rm Revenue and Framework	Expenditure
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	136 636		142 660
Vote 04 - Administration		22	22	22	22	22	22	22	22	22	22	22	22	259		259
Vote 05 - Planning & Development		333	333	333	333	333	333	333	333	333	333	333	333	4 000		-
Vote 06 - Infrastructure Services		304	304	304	304	304	304	304	304	304	304	304	304	3 653	2 703	2 706
Vote 07 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	_	_	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	_	_	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	_	_	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	_	_	-	-	-	-	_	-	-	_
Vote 13 -		-	-	-	-	_	-	-	-	-	-	-	-	-	_	-
Vote 14 -		-	-	-	-	_	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	_	-	ı	ı	ı	_	-	-	-	-	-	-	-
Total Revenue by Vote		12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	144 548	143 023	145 625
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		917	917	917	917	917	917	917	917	917	917	917	917	11 003	10 937	11 484
Vote 02 - Office Of The Municipal Manager		1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	19 770	20 537	21 345
Vote 03 - Budget & Treasury Office		1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	23 336	23 915	24 617
Vote 04 - Administration		3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	47 988	49 704	51 313
Vote 05 - Planning & Development		2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	24 563	18 684	18 970
Vote 06 - Infrastructure Services		2 920	2 920	2 920	2 920	2 920	2 920	2 920	2 920	2 920	2 920	2 920	2 920	35 046	23 828	25 158
Vote 07 -		-	-	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 08 -		-	-	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 09 -		-	-	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 10 -		-	-	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 11 -		_	_	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 12 -		-	_	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 13 -		-	_	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 14 -		-	_	_	_	_	_	_	_	_	_	_	_	_	_	_
Vote 15 - Other		_	_	_	_	_	_	_	_	_	_	_	_	_	_	_
Total Expenditure by Vote		13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 475	161 706	147 605	152 887
Surplus/(Deficit) before assoc.		(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 429)	(17 158)	(4 582)	(7 262
Taxation													_	_	_	_
Attributable to minorities													_	I _		1 _
Share of surplus/ (deficit) of associate													_	_	_	
Surplus/(Deficit)	1	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 429)	(17 158)	(4 582)	(7 262

DC9 Frances Baard - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref						Budget Ye	ar 2021/22						Medium Te	rm Revenue and Framework	Expenditure
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional																
Governance and administration		11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	136 636	140 061	142 660
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	_
Finance and administration		11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	136 636	140 061	142 660
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	_
Community and public safety		22	22	22	22	22	22	22	22	22	22	22	22	259	259	259
Community and social services		22	22	22	22	22	22	22	22	22	22	22	22	259	259	259
Sport and recreation													-	-	-	_
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	_
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health													-	-	-	-
Economic and environmental services		638	638	638	638	638	638	638	638	638	638	638	638	7 653	2 703	2 706
Planning and development		638	638	638	638	638	638	638	638	638	638	638	638	7 653	2 703	2 706
Road transport													-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources													-	-	_	_
Water management													-	-	-	_
Waste water management													-	-	-	-
Waste management													-	-	-	_
Other		-	-	-	-	-	-	-	-	-	-	-	_	-	_	_
Total Revenue - Functional		12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	12 046	144 548	143 023	145 625
Expenditure - Functional																
Governance and administration		6 656	6 656	6 656	6 656	6 656	6 656	6 656	6 656	6 656	6 656	6 656	6 656	79 870	82 419	85 344
Executive and council		1 835	1 835	1 835	1 835	1 835	1 835	1 835	1 835	1 835	1 835	1 835	1 835	22 016	22 261	23 241
Finance and administration		4 520	4 520	4 520	4 520	4 520	4 520	4 520	4 520	4 520	4 520	4 520	4 520	54 242	56 344	58 131
Internal audit		301	301	301	301	301	301	301	301	301	301	301	301	3 611	3 814	3 972
Community and public safety		1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	14 974	14 758	15 715
Community and social services		896	896	896	896	896	896	896	896	896	896	896	896	10 753	11 240	11 206
Sport and recreation													_	_	_	_
Public safety		_	-	_	_	_	_	_	_	-	-	-	_	_	_	_
Housing		352	352	352	352	352	352	352	352	352	352	352	352	4 221	3 519	4 509
Health													_	_	_	_
Economic and environmental services		5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	63 028	47 057	48 334
Planning and development		4 296	4 296	4 296	4 296	4 296	4 296	4 296	4 296	4 296	4 296	4 296	4 296	51 554	35 622	36 126
Road transport													_	_	_	_
Environmental protection		956	956	956	956	956	956	956	956	956	956	956	956	11 474	11 435	12 208
Trading services		-	-	_	-	-	-	_	-	-	-	-	_	_	_	_
Energy sources													_	_	_	_
Water management													_	_	_	_
Waste water management													_	_	_	_
Waste management													_	_	_	_
Other		320	320	320	320	320	320	320	320	320	320	320	319	3 834	3 371	3 494
Total Expenditure - Functional		13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 476	13 475	161 706	147 605	152 887
Surplus/(Deficit) before assoc.		(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 429)	(17 158)	(4 582)	(7 262)
Share of surplus/ (deficit) of associate													_	_	_	_
Surplus/(Deficit)	1	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 430)	(1 429)	(17 158)	(4 582)	(7 262)

DC9 Frances Baard - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description Description	Ref		· ·	·	•	•	Budget Ye	ear 2021/22							rm Revenue and Framework	
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Multi-year expenditure to be appropriated	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Planning & Development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	_	-	ı	1	_	-	-	-	-	_	-
Capital multi-year expenditure sub-total	2	-	-	-	-	1	-	1	1	1	-	-	_	-	_	_
Single-year expenditure to be appropriated																
Vote 01 - Executive & Council		4	4	4	4	4	4	4	4	4	4	4	4	48	_	5
Vote 02 - Office Of The Municipal Manager		2	2	2	2	2	2	2	2	2	2	2	2	26		_
Vote 03 - Budget & Treasury Office		585	585	585	585	585	585	585	585	585	585	585	585	7 024	_	_
Vote 04 - Administration		422	422	422	422	422	422	422	422	422	422	422	422	5 063	400	_
Vote 05 - Planning & Development		2	2	2	2	2	2	2	2	2	2	2	2	18	_	_
Vote 06 - Infrastructure Services		-	_	-	_	_	_	_	_	_	_	_	_	_	_	_
Vote 07 -		-	_	-	-	_	_	_	_	_	_	_	_	_	_	_
Vote 08 -		-	_	-	-	_	_	_	_	_	_	_	_	_	_	_
Vote 09 -		-	_	-	-	_	_	_	_	_	_	_	_	_	_	_
Vote 10 -		-	_	-	-	_	_	_	_	_	_	_	_	_	_	_
Vote 11 -		-	_	-	-	_	_	_	_	_	_	_	_	_	_	_
Vote 12 -		_	_	-	_	_	_	_	_	_	_	_	_	_	_	_
Vote 13 -		_	_	-	_	_	_	_	_	_	_	-	_	_	_	_
Vote 14 -		-	-	-	_	_	_	_	_	_	_	-	_	-	_	_
Vote 15 - Other		_	_	-	_	_	_	_	_	_	_	-	_	_	_	_
Capital single-year expenditure sub-total	2	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	12 179	400	5
Total Capital Expenditure	2	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	12 179	400	5

DC9 Frances Baard - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref		-				Budget Yea	ar 2021/22						Medium Te	rm Revenue and Framework	
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital Expenditure - Functional	1															1
Governance and administration		695	695	695	695	695	695	695	695	695	695	695	695	8 336	400	5
Executive and council		4	4	4	4	4	4	4	4	4	4	4	4	48	-	5
Finance and administration		691	691	691	691	691	691	691	691	691	691	691	691	8 288	400	- 1
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	_	- 1
Community and public safety		314	314	314	314	314	314	314	314	314	314	314	314	3 764	_	!
Community and social services		314	314	314	314	314	314	314	314	314	314	314	314	3 764	_	_
Sport and recreation													-	-	_	_ !
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	_ !
Housing		-	-	-	-	-	-	-	-	-	-	_	-	-	_	
Health													-	-	_	_ !
Economic and environmental services		6	6	6	6	6	6	6	6	6	6	6	6	74	_	_ !
Planning and development		1	1	1	1	1	1	1	1	1	1	1	1	14	_	_ !
Road transport													-	_	_	_
Environmental protection		5	5	5	5	5	5	5	5	5	5	5	5	61	_	_ !
Trading services		-	-	-	-	-	-	-	-	-	-	-	_	_	_	_ !
Energy sources													_	_	_	_
Water management													-	_	_	_
Waste water management													_	_	_	_ !
Waste management													_	_	_	_ '
Other													5	5	_	_ !
Total Capital Expenditure - Functional	2	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 019	12 179	400	5
Funded by:	1															
National Government		_	_	_	_	_	_	_	_	_	_	_	_	_	_	_ '
Provincial Government													_	_	_	_ !
District Municipality													-	-	_	_
allocations) (National / Provincial Departmental																
Agencies, Households, Non-profit Institutions,																
Private Enterprises, Public Corporatons, Higher																
Educational Institutions)													_	_	_	
Transfers recognised - capital		-	-	-	-	_	-	-	-	-	-	_	_	-	-	-
Borrowing													_	_	_	_ '
Internally generated funds		1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	12 179	400	5
Total Capital Funding		1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	12 179	400	

DC9 Frances Baard - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS						Budget Ye	ar 2021/22						Medium Ter	m Revenue and Framework	Expenditure
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Cash Receipts By Source Property rates Service charges - electricity revenue Service charges - water revenue Service charges - sanitation revenue Service charges - refuse revenue												- - - -	1		
Rental of facilities and equipment Interest earned - external investments Interest earned - outstanding debtors Dividends received Fines, penalties and forfeits	596	596	596	596	596	596	596	596	596	596	596	596 - - -	7 150	7 150	7 150
Licences and permits Agency services Transfers and Subsidies - Operational Other revenue Cash Receipts by Source	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	11 596 610 12 802	139 155 7 320 153 625	136 553 14 320 158 023	139 155 7 320 153 625
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) Proceeds on Disposal of Fixed and Intangible Assets Short term loans Borrowing long term/refinancing												- - - -			
Increase (decrease) in consumer deposits Decrease (increase) in non-current receivables	105	0 105	105	0 105	0 105	0 105	0 105	105	0 105	0 105	105	0 105	3 1 258	_	-
Decrease (increase) in non-current investments	_	_	-	-	-	_	_	_	-	_	-	-	-	-	_
Total Cash Receipts by Source	12 907	12 907	12 907	12 907	12 907	12 907	12 907	12 907	12 907	12 907	12 907	12 907	154 887	158 023	153 625
Cash Payments by Type Employee related costs Remuneration of councillors Finance charges Bulk purchases - electricity Acquisitions - water & other inventory	7 419	7 419	7 419	7 419	7 419	7 419	7 419	7 419	7 419	7 419	7 419	7 419 - - - -	89 033	93 799	98 065
Contracted services Transfers and grants - other municipalities Transfers and grants - other	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	- - - 5 300	63 600	45 693	47 332
Other expenditure Cash Payments by Type	12 719	12 719	12 719	12 719	12 719	12 719	12 719	12 719	12 719	12 719	12 719	12 719	152 632	139 492	145 397
Other Cash Flows/Payments by Type Capital assets Repayment of borrowing Other Cash Flows/Payments	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015 - -	12 179	400	5
Total Cash Payments by Type	13 734	13 734	13 734	13 734	13 734	13 734	13 734	13 734	13 734	13 734	13 734	13 734	164 811	139 892	145 403
NET INCREASE/(DECREASE) IN CASH HELD Cash/cash equivalents at the month/year begin: Cash/cash equivalents at the month/year end:	(827) 8 370 7 543	(827) 7 543 6 716	(827) 6 716 5 889	(827) 5 889 5 062	(827) 5 062 4 235	(827) 4 235 3 408	(827) 3 408 2 581	(827) 2 581 1 754	(827) 1 754 926	(827) 926 99	(827) 99 (728)	(827) (728) (1 555)	(9 925) 8 370 (1 555)	18 131 (1 555) 16 577	8 222 16 577 24 799

Description	Ref	2017/18	2018/19	2019/20	Cı	urrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R million	Kei	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Financial Performance Property rates Service charges Investment revenue Transfers recognised - operational Other own revenue Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in- kind - all)										
Total Revenue (excluding capital transfers and contril Employee costs Remuneration of Board Members Depreciation & asset impairment Finance charges Inventory consumed and bulk purchases Transfers and grants Other expenditure Total Expenditure Surplus/(Deficit)	outions)	-	-	-	-	-	-	-	-	-
Capital expenditure & funds sources Capital expenditure Transfers recognised - operational Borrowing Internally generated funds Total sources		-	-	-	-	-	-	-	-	-
Financial position Total current assets Total non current assets Total current liabilities Total non current liabilities Equity										
Cash flows Net cash from (used) operating Net cash from (used) investing Net cash from (used) financing Cash/cash equivalents at the year end										

DC9 Frances Baard - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or	Monetary value of agreement 2.
Name of organisation	WILLIS	Number		contract	R thousand

DC9 Frances Baard - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2020/21	2021/22 Mediu	ım Term Revenue Framework	e & Expenditure	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality: Revenue Obligation By Contract	2													
														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	_
Expenditure Obligation By Contract	2													
														-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure Obligation By Contract	2													
														_
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	_
Total Parent Expenditure Implication		-	-	-	_	-	-	-	-	_	-	-	-	-
Entities: Revenue Obligation By Contract	2													
														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	
Expenditure Obligation By Contract	2													
														-
Total Operating Expenditure Implication		-	-	_	-	_	_	-	_	-	-	_	-	_
Capital Expenditure Obligation By Contract	2													
														-
T. 10 % IF 19 1 19 1														-
Total Capital Expenditure Implication		1	-	-	_	-	1	-	1	-	-	-	-	-
Total Entity Expenditure Implication		-	-	_	-	-	-	-	-	-	-	-	-	_

DC9 Frances Baard - Supporting Table SA34a Capital expenditure on new assets by asset class

DC9 Frances Baard - Supporting Table SA	34a (Capital expend	diture on new	assets by ass	set class			1		
Description	Ref	2017/18	2018/19	2019/20		urrent Year 2020	21		m Term Revenue Framework	& Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure on new assets by Asset Class/Su	ıb-clas	i <u>s</u>								
Infrastructure		-	-	-	-	-	-	-	_	-
Roads Infrastructure		-	-	_	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors MV Substations										
MV Switching Stations	1									
MV Networks	1									
LV Networks	1									
Capital Spares										
Water Supply Infrastructure	1	-	-	-	-	-	-	_	_	-
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points Waste Separation Facilities										
Electricity Generation Facilities Capital Spares	1									
Rail Infrastructure	1	_	-	-	_	_	_	_	_	
Rail Lines	1	_	_	_	_	_	_	_		
Rail Structures	1									
Rail Furniture	1									
Drainage Collection	1									
Storm water Conveyance	1									
Attenuation										
MV Substations	1									
LV Networks	1									
Capital Spares	1									
Coastal Infrastructure	1	-	_	_	-	-	-	_	_	-
Sand Pumps	1									
Piers	1									
Revetments	1									
Promenades	1									
Capital Spares	1									
Information and Communication Infrastructure	1	-	-	-	-	-	-	-	-	-
Data Centres	1									
Core Layers	1									
Distribution Layers	1									
Capital Spares	1									
ı	1	1				I	I	ı	ı	1

Community Assets	1 _	l _	l _	l _	l _	1 _	l _	1 _	l _
Community Facilities	_	-	-	_	_	-	_	-	-
Halls									
Centres									
Crèches									
Clinics/Care Centres Fire/Ambulance Stations									
Testing Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria Police									
Parks									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	_
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	_	_	_	_	_	_	_	_	_
Revenue Generating	-	_	-	_	-	_	_	_	_
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	-	-	-	2 365	3 065	3 065	3 065	-	-
Operational Buildings Municipal Offices	_	_	_	2 365 2 365	3 065 3 065	3 065 3 065	3 065 3 065	_	-
Pay/Enquiry Points	_	_	_	2 303	3 003	3 003	3 003	_	_
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	_	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	_	_	_	-
Biological or Cultivated Assets									
Intangible Assets	-	_	_	_	-	_	_	_	_
Servitudes									
Licences and Rights Water Rights	-	-	-	-	-	-	-	-	-
water Rights Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications	-	-	-	-	-	-	-	-	_
Load Settlement Software Applications									
Unspecified									
Computer Equipment	81	-	170	1 110	1 260	1 260	872	-	-
Computer Equipment	81	-	170	1 110	1 260	1 260	872	-	-
Furniture and Office Equipment	-	455	5	509	509	509	74	-	-
Furniture and Office Equipment	-	455	5	509	509	509	74	-	-
Machinery and Equipment	-	-	86	125	574	574	357	400	-
Machinery and Equipment	-	-	86	125	574	574	357	400	-
Transport Assets	-	_	-	-	-	_	_	_	-
Transport Assets	-	-	-	-	-	-	-	-	-
<u>Land</u>	_	_	_	_	_	_	_	_	-
Land									
Zoo's, Marine and Non-biological Animals	_	_	_	_	_	_	_	_	_
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on new assets	1 81	455	261	4 109	5 408	5 408	4 368	400	-
	, 01				. 5.30				

DC9 Frances Baard - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2017/18	2018/19	2019/20	Cı	urrent Year 2020	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure on renewal of existing assets by	Asset		Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Infrastructure		-	-	-	-	-	-	-	_	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	_	-	-	-	_	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure Power Plants		-	-	-	-	-	-	-	-	-
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure Pump Station		-	-	-	-	-	-	-	-	-
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares Information and Communication Infrastructure		_	-	_	_	_	_	_	_	_
Data Centres		_	-	_	_	_	_	_	_	_
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities Halls		-	-	-	-	-	-	-	-	-
Centres										
Crèches										
Clinics/Care Centres										

Fina / Amaharitanana Otatianan										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	1	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritana assata										
Heritage assets Monuments		-	-	-	-	-	-	-	-	-
Monuments Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		-	-	_	ī	-	_	-	-	-
Revenue Generating		-	_	_	-	_	_	-	-	_
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	_	1	-	_	-	_	_
Improved Property										
Unimproved Property										
Ommproved Froperty										
Other assets		_	-	_	_	_	_	_	_	-
Operational Buildings		_	-	-	_	-	-	-	_	-
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
Rialogical or Cultiveted Access			_							
Biological or Cultivated Assets Biological or Cultivated Assets		_								
Diological of Cultivated ASSEtS			_	-	_	-	-	-	_	-
			-	-	-	-	-	-	-	-
Intangible Assets		-								
Intangible Assets Servitudes		-	_	-	3 000	5 000	5 000	5 000	-	-
		-								
Servitudes			-	-	3 000	5 000	5 000	5 000	-	-
Servitudes Licences and Rights			-	-	3 000	5 000	5 000	5 000	-	-
Servitudes Licences and Rights Water Rights			-	-	3 000	5 000	5 000	5 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses			-	-	3 000	5 000 5 000	5 000 5 000	5 000 5 000	_	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications		-	-	-	3 000	5 000	5 000	5 000	-	- 1
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications		-	-	-	3 000	5 000 5 000	5 000 5 000	5 000 5 000	_	- 1
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified		-	-	-	3 000 3 000 3 000	5 000 5 000	5 000 5 000	5 000 5 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment		-	-	-	3 000	5 000 5 000	5 000 5 000	5 000 5 000	_	- 1
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified		-	-	-	3 000 3 000 3 000	5 000 5 000 5 000	5 000 5 000 5 000	5 000 5 000 5 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment		-	-	-	3 000 3 000 3 000	5 000 5 000 5 000	5 000 5 000 5 000	5 000 5 000 5 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment		-	-	-	3 000 3 000 3 000	5 000 5 000 5 000	5 000 5 000 5 000	5 000 5 000 5 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment		1	-	-	3 000 3 000 - - -	5 000 5 000 5 000	5 000 5 000 5 000	5 000 5 000 5 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment		-	-	-	3 000 3 000 3 000 - - - - - -	5 000 5 000 5 000	5 000 5 000 5 000	5 000 5 000 5 000 5 5 5 78	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment		1	-	-	3 000 3 000 - - -	5 000 5 000 5 000	5 000 5 000 5 000	5 000 5 000 5 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment		-	-	-	3 000 3 000 3 000 - - - - - -	5 000 5 000 5 000	5 000 5 000 5 000	5 000 5 000 5 000 - - 5 5 5 78 78	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment		1 11 11	-	-	3 000 3 000 3 000 - - - - 60 60	5 000 5 000 5 000	5 000 5 000 5 000 - - - 60 60	5 000 5 000 5 000 5 5 5 78	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets		1		-	3 000 3 000 3 000 - - - 60 60	5 000 5 000 5 000 	5 000 5 000 5 000 - - - 60 60	5 000 5 000 5 000 5 5 5 78 78 2 000 2 000		-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land		-	-	-	3 000 3 000 3 000 - - - 60 60	5 000 5 000 5 000 - - - 60 60	5 000 5 000 5 000 - - - 60 60	5 000 5 000 5 000 5 5 78 78 2 000	-	-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets		1		-	3 000 3 000 3 000 - - - 60 60	5 000 5 000 5 000 	5 000 5 000 5 000 - - - 60 60	5 000 5 000 5 000 5 5 5 78 78 2 000 2 000		-
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land Land Zoo's, Marine and Non-biological Animals		1		-	3 000 3 000 3 000 - - - 60 60	5 000 5 000 5 000 	5 000 5 000 5 000 - - - 60 60	5 000 5 000 5 000 5 5 5 78 78 2 000 2 000		
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land Land					3 000 3 000 3 000 - - - 60 60 - -	5 000 5 000 5 000 	5 000 5 000 5 000 - - - 60 60 - -	5 000 5 000 5 000 5 5 5 5 78 78 2 000 2 000		
Servitudes Licences and Rights Water Rights Effluent Licenses Solid Waste Licenses Computer Software and Applications Load Settlement Software Applications Unspecified Computer Equipment Computer Equipment Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land Land Zoo's, Marine and Non-biological Animals	tt 1				3 000 3 000 3 000 - - - 60 60 - -	5 000 5 000 5 000 	5 000 5 000 5 000 - - - 60 60 - -	5 000 5 000 5 000 5 5 5 5 78 78 2 000 2 000		

DC9 Frances Baard - Supporting Table SA34c Repairs and maintenance expenditure by asset class

DC9 Frances Baard - Supporting Table SA	34c	Repairs and n	naintenance e	xpenditure b	y asset class					
Description	Ref	2017/18	2018/19	2019/20	C	urrent Year 2020/	21	2021/22 Mediu	m Term Revenue Framework	& Expenditure
R thousand	1	Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1	
Repairs and maintenance expenditure by Asset Class	/Sub-	Outcome class	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Infrastructure		38	53	15	90	40	40	40	42	45
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture Capital Spares										
Storm water Infrastructure		_	-	_	_	-	_	_	_	_
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants										
HV Substations										
HV Switching Station HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities Capital Spares										
Solid Waste Infrastructure		-	-	_	_	_	_	_	_	_
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares			_	-		_		_	_	_
Coastal Infrastructure Sand Pumps		-	_		-	-	-		_	
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		38	53	15	90	40	40	40	42	45
Data Centres		38	53	15	90	40	40	40	42	45
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		-	-	-	-	-	-	-	-	
Community Facilities		-	-	-	-	-	-	-	-	-
Halls										
Centres Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										

•							ı			
Galleries										
Theatres Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities Outdoor Facilities										
Capital Spares										
Heritage assets Monuments		-	-	-	-	-	-	-	-	-
Monuments Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		_	_	_	_	_	_	_	_	_
Revenue Generating		-	-	-	-	-	-	-	-	_
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Other assets		330	568	1 679	3 135	3 055	3 055	3 079	3 231	3 255
Operational Buildings		330	568	1 679	3 135	3 055	3 055	3 079	3 231	3 255
Municipal Offices Pay/Enquiry Points		330	568	1 679	3 135	3 055	3 055	3 079	3 231	3 255
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots Capital Spares										
Housing		-	-	-	-	-	-	_	-	_
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		_	_	_	_	_	_	_	_	_
Biological or Cultivated Assets										
Intangible Assets		1 940	2 086	2 268	4 400	4 400	4 400	2 541	2 645	2 736
Servitudes			2 000	2 230	50	50	50	2011	2010	2.00
Licences and Rights		1 940	2 086	2 268	4 400	4 400	4 400	2 541	2 645	2 736
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications Unspecified		1 940	2 086	2 268	4 400	4 400	4 400	2 541	2 645	2 736
,										
Computer Equipment		19	6	4	20	20	20	20	20	20
Computer Equipment		19	6	4	20	20	20	20	20	20
Furniture and Office Equipment		423	400	409	549	589	589	499	520	538
Furniture and Office Equipment		423	400	409	549	589	589	499	520	538
Machinery and Equipment		274	253	332	356	374	374	260	272	283
Machinery and Equipment		274	253	332	356	374	374	260	272	283
Transport Assets		48	224	117	225	225	225	30	32	33
Transport Assets		48	224	117	225	225	225	30	32	33
Land		-	-	-	-	-	-	-	-	-
Land										
To do Martino and New Michael and Antonia	1	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
Zoo's, Marine and Non-biological Animals Zoo's, Marine and Non-biological Animals										
	1	3 071	3 591	4 823	8 776	8 704	8 704	6 468	6 763	6 909
Zoo's, Marine and Non-biological Animals	1	3 071	3 591 6,5%	4 823 9,1%	8 776 15,1%	8 704 14,6%	8 704 14,6%	6 468	6 763	6 909

DC9 Frances Baard - Supporting Table SA34d Depreciation by asset class

DC9 Frances Baard - Supporting Table SA	34d	Depreciation	by asset class	8				1					
Description	Description Ref 2017/18 2018/19 2019/20							2021/22 Medium Term Revenue & Expenditure Framework					
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24			
Depreciation by Asset Class/Sub-class		Outcome	Outcome	Outcome	Buuget	Buuget	rorecasi	2021/22	2022/23	2023/24			
Infrastructure		-	-	-	-	-	-	-	-	-			
Roads Infrastructure		-	-	-	-	-	-	-	-	-			
Roads Road Structures													
Road Structures Road Furniture													
Capital Spares													
Storm water Infrastructure		-	-	-	-	-	-	-	-	-			
Drainage Collection													
Storm water Conveyance													
Attenuation													
Electrical Infrastructure		-	-	-	-	-	-	-	-	-			
Power Plants HV Substations													
HV Switching Station													
HV Transmission Conductors													
MV Substations													
MV Switching Stations													
MV Networks													
LV Networks													
Capital Spares													
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-			
Dams and Weirs Boreholes													
Reservoirs													
Pump Stations													
Water Treatment Works													
Bulk Mains													
Distribution													
Distribution Points													
PRV Stations													
Capital Spares													
Sanitation Infrastructure Pump Station		-	-	-	-	-	-	-	-	_			
Reticulation													
Waste Water Treatment Works													
Outfall Sewers													
Toilet Facilities													
Capital Spares													
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-			
Landfill Sites													
Waste Transfer Stations													
Waste Processing Facilities Waste Drop-off Points													
Waste Separation Facilities													
Electricity Generation Facilities													
Capital Spares													
Rail Infrastructure		-	-	-	-	-	-	-	-	-			
Rail Lines													
Rail Structures													
Rail Fumiture													
Drainage Collection													
Storm water Conveyance Attenuation													
MV Substations													
LV Networks													
Capital Spares													
Coastal Infrastructure		-	-	-	-	-	-	-	-	-			
Sand Pumps													
Piers													
Revetments Promenades													
Capital Spares													
Information and Communication Infrastructure		-	-	-	-	-	-	_	-	-			
Data Centres													
Core Layers													
Distribution Layers													
Capital Spares													
Community Assets		683	57	48	1 230	1 230	1 230	18	13	13			
Community Facilities		683	57	48	1 230	1 230	1 230	18	13	13			
Halls		683	57	-	1 230	1 230	1 230	18	13	13			
Centres													
Crèches													
Clinics/Care Centres Fire/Ambulance Stations													
Testing Stations													
Museums													
•	•												

					_			_		
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria		_	_	48	_	_	_	_	_	_
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares		_	_	_	_	_	_	_	_	
Sport and Recreation Facilities		-	_	-	-	-	-	-	_	-
Indoor Facilities		_	_	_	_	_	_	_	_	_
Outdoor Facilities										
Capital Spares										
Heritage assets		_	_	-	_	_	_	_	_	_
				_	_	_		_		
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage		-	-	-	-	-	-	-	_	-
Investment properties				_	_		_			
Investment properties						-		14	14	14
Revenue Generating		-	-	-	-	-	-	14	14	14
Improved Property		-	-	-	-	-	-	14	14	14
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Other assets		-	782	798	0	0	0	785	782	782
Operational Buildings		-	782	798	0	0	0	785	782	782
Municipal Offices		-	782	798	0	0	0	785	782	782
Pay/Enquiry Points										
Building Plan Offices		_	_	_	_	_	_	_	_	_
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
		_	_	-	_	_	_	_	_	_
Housing		-	-	-	-	-	-	-	-	
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
Intangible Assets		166	167	116	89	89	89	316	40	31
Servitudes		-	-	_	-	-		5.0	_	-
Licences and Rights		166	167	116	89	89	89	316	40	31
		100	107	110	89	49	89	310	40	31
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		166	167	116	89	89	89	316	40	31
Load Settlement Software Applications										
Unspecified		_	_	-	_	_	-	_	_	-
Computer Equipment		546	414	511	465	465	465	606	692	601
		546	414	511	465	465	465	606	692	601
Computer Equipment			384	458	300	300	300	451	409	456
		540								456
Furniture and Office Equipment		549 549		AFO.	300	300		AE4		400
Furniture and Office Equipment Furniture and Office Equipment		549	384	458	300	300	300	451	409	
Furniture and Office Equipment				938	300 357	300 357	300 357	451 1 151	1 134	
Furniture and Office Equipment Furniture and Office Equipment		549	384							601
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment		549 386 386	384 206 206	938 938	357 357	357 357	357 357	1 151 1 151	1 134 1 134	601 601
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets		549 386 386 1 547	384 206 206 1 095	938 938 933	357 357 1 265	357 357 1 265	357 357 1 265	1 151 1 151 307	1 134 1 134 193	601 601 111
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment		549 386 386	384 206 206	938 938	357 357	357 357	357 357	1 151 1 151	1 134 1 134	601 601 111
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets		549 386 386 1 547	384 206 206 1 095 1 095	938 938 933 933	357 357 1 265 1 265	357 357 1 265	357 357 1 265	1 151 1 151 307	1 134 1 134 193	601 601 111 111
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land		549 386 386 1 547 1 547	384 206 206 1 095 1 095	938 938 933 933	357 357 1 265 1 265	357 357 1 265 1 265	357 357 1 265 1 265	1 151 1 151 307 307	1 134 1 134 193 193 -	601 601 111 111
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land Land		549 386 386 1 547 1 547	384 206 206 1 095 1 095	938 938 933 933 - -	357 357 1 265 1 265	357 357 1 265 1 265	357 357 1 265 1 265	1 151 1 151 307 307	1 134 1 134 193 193	601 601 111 111 -
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land Land Zoo's, Marine and Non-biological Animals		549 386 386 1 547 1 547	384 206 206 1 095 1 095	938 938 933 933	357 357 1 265 1 265	357 357 1 265 1 265	357 357 1 265 1 265	1 151 1 151 307 307	1 134 1 134 193 193 -	601 601 111 111
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land Land		549 386 386 1 547 1 547 -	384 206 206 1 095 1 095	938 938 933 933 - -	357 357 1 265 1 265 —	357 357 1 265 1 265 —	357 357 1 265 1 265 -	1 151 1 151 307 307 —	1 134 1 134 193 193 -	601 601 111 111 -
Furniture and Office Equipment Furniture and Office Equipment Machinery and Equipment Machinery and Equipment Transport Assets Transport Assets Land Land Zoo's, Marine and Non-biological Animals	1	549 386 386 1 547 1 547 -	384 206 206 1 095 1 095	938 938 933 933 - -	357 357 1 265 1 265 —	357 357 1 265 1 265 —	357 357 1 265 1 265 -	1 151 1 151 307 307 —	1 134 1 134 193 193 -	601 601 111 111 - -

DC9 Frances Baard - Supporting Table SA34e Ca				24	2021/22 Medium Term Revenue & Expenditure								
Description	Ref	2017/18	2018/19	2019/20		urrent Year 2020/		Framework					
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24			
Capital expenditure on upgrading of existing assets by Asse	t Clas	s/Sub-class											
<u>Infrastructure</u>		-	-	-	-	-	-	-	-	-			
Roads Infrastructure Roads		_	-	-	1	_	_	-	-	-			
Road Structures													
Road Furniture													
Capital Spares													
Storm water Infrastructure		-	-	-	-	-	-	-	-	-			
Drainage Collection Storm water Conveyance													
Attenuation													
Electrical Infrastructure		_	-	_	_	_	-	-	-	-			
Power Plants													
HV Substations													
HV Switching Station HV Transmission Conductors													
MV Substations													
MV Switching Stations													
MV Networks													
LV Networks													
Capital Spares													
Water Supply Infrastructure	1	-	-	-	-	-	-	-	-	_			
Dams and Weirs Boreholes													
Borenoies Reservoirs													
Pump Stations													
Water Treatment Works													
Bulk Mains													
Distribution	1												
Distribution Points													
PRV Stations													
Capital Spares Sanitation Infrastructure		_	-	_	-	_	_	_	_	_			
Pump Station										_			
Reticulation													
Waste Water Treatment Works													
Outfall Sewers													
Toilet Facilities													
Capital Spares													
Solid Waste Infrastructure Landfill Sites		-	-	-	-	-	-	-	-	-			
Waste Transfer Stations													
Waste Processing Facilities													
Waste Drop-off Points													
Waste Separation Facilities													
Electricity Generation Facilities													
Capital Spares													
Rail Infrastructure		-	-	-	-	-	-	-	-	-			
Rail Lines Rail Structures													
Rail Furniture													
Drainage Collection													
Storm water Conveyance													
Attenuation													
MV Substations													
LV Networks													
Capital Spares Coastal Infrastructure		_	-	-	-	_	_	_	_	_			
Sand Pumps		_	-	_	-		_	_		_			
Piers	1												
Revetments	1												
Promenades	1												
Capital Spares													
Information and Communication Infrastructure		-	-	-	-	-	-	_	-	-			
Data Centres Core Layers													
Distribution Layers													
Capital Spares	1												
	1												
Community Assets Community Facilities		-	-	-	-	-	-	-	-				
Community Facilities Halls		-	-	1	1	-	_	-	-	_			
Centres													
Crèches	1												
Clinics/Care Centres Fire/Ambulance Stations	1												
Testing Stations	1												
Museums	1												
Galleries													
Theatres Libraries													
Cemeteries/Crematoria													
Police													
Parks													
Public Open Space Nature Reserves													
Public Ablution Facilities	1												
Markets													
Stalls Abattoirs													
Abattoris	1												

Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets		_	_	_	_	_	_	_	_	_
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
outor risinage										
Investment properties		_	_	_	_	_	_	_	_	_
Revenue Generating		_	_	_	_	_	_	_	_	_
		_	_	_	_	_	_	_	_	_
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
	1									
Other assets	1	-	5 394	-	1 000	1 000	1 000	-	-	-
Operational Buildings	1	_	5 394	-	1 000	1 000	1 000	-	-	_
Municipal Offices		_	5 394	_	1 000	1 000	1 000	_	_	_
		_	3 334		1 000	1 000	1 000	_	_	
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		-	_	_	_	_	_	_	_	_
Biological or Cultivated Assets										
Intangible Assets		149	-	_	-	-	-	-	-	-
Servitudes										
Licences and Rights		149	-	-	-	-	-	-	-	-
Water Rights	1									
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		149	-	-	-	-	-	-	-	-
Load Settlement Software Applications										
Unspecified										
Computer Equipment		196	636	621	30	130	130	98	-	-
Computer Equipment	1	196	636	621	30	130	130	98	-	-
Furniture and Office Equipment		81	801	64	49	40	40	51	_	5
Furniture and Office Equipment		81	801	64	49	40	40	51	_	5
										3
Machinery and Equipment		120	129	21	493	488	488	580	-	-
Machinery and Equipment		120	129	21	493	488	488	580	-	-
			4 700]		
Transport Assets	1	-	1 780	-	-	_	-	-	_	-
Transport Assets	1	_	1 780	-	_	_	_	-	_	-
<u>Land</u>	1	-	-	_	-	-	-	-	-	-
Land										
Zoo's, Marine and Non-biological Animals	1	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	1									
Total Capital Expenditure on upgrading of existing assets	1	546	8 740	705	1 572	1 658	1 658	729	-	5
Upgrading of Existing Assets as % of total capex		0,0%	95,1%	73,0%	18,0%	13,7%	13,7%	6,0%	0,0%	100,0%
	1	14,1%	281,5%	18,6%	42,4%	44,7%	44,7%	20,0%	0.0%	0,2%
Upgrading of Existing Assets as % of deprecn"										

DC9 Frances Baard - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2021/22 Mediu	m Term Revenue Framework	& Expenditure		Fore	casts	
R thousand		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Present value
Capital expenditure	1	40		_				
Vote 01 - Executive & Council		48	_	5	-	-	_	_
Vote 02 - Office Of The Municipal Manager		26	_	_	-	-	-	_
Vote 03 - Budget & Treasury Office		7 024	_	_	_	-	_	_
Vote 04 - Administration		5 063	400	_	-	-	-	_
Vote 05 - Planning & Development		18	_	_	-	-	_	_
Vote 06 - Infrastructure Services		_	_	_	-	-	_	_
Vote 07 -		_	_	_	-	_	_	_
Vote 08 -		_	_	_	-	_	_	_
Vote 09 -		_	_	_	-	_	_	_
Vote 10 -		_	_	_	-	_	_	_
Vote 11 -		_	_	_	-	_	_	_
Vote 12 -		_	_	_	-	_	_	_
Vote 13 - Vote 14 -		_	_	_	-	_	_	_
Vote 14 - Vote 15 - Other		_	_	_	-	_	_	_
List entity summary if applicable		_	_	_	-	_	_	_
Total Capital Expenditure		12 179	400	5				
		12 179	400	5	-	-	-	_
Future operational costs by vote	2							
Vote 01 - Executive & Council								
Vote 02 - Office Of The Municipal Manager								
Vote 03 - Budget & Treasury Office								
Vote 04 - Administration								
Vote 05 - Planning & Development								
Vote 06 - Infrastructure Services								
Vote 07 -								
Vote 08 -								
Vote 09 -								
Vote 10 -								
Vote 11 -								
Vote 12 -								
Vote 13 -								
Vote 14 -								
Vote 15 - Other								
List entity summary if applicable								
Total future operational costs		_	_	_	-	_	_	_
Future revenue by source	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Rental of facilities and equipment		200	200	200				
List other revenues sources if applicable		7 150	7 150	7 150				
List entity summary if applicable								
Total future revenue		7 350	7 350	7 350	_	-	-	_
Net Financial Implications		4 829	(6 950)	(7 345)	-	-	_	-

DC9 Frances Baard - Supporting Table SA36 Detailed capital budget

R thousand	Table SA36 Detailed capital budg	CL												2021/22 Mediu	n Term Revenu Framework	ue & Expenditure
Function	Project Description	Project Number	Туре	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	-1 Budget Year +2 2023/24
Parent municipality: List all capital projects grouped by Fun	nction															
Executive And Council	on-Infrastructure:New:Furniture And Office E	-	NEW	ient; effective and development-oriented public	Growth		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE	(0	-	500	39	-	-/
Executive And Council	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	ient; effective and development-oriented public	Governance		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	-	-	9	-	5
Finance And Administration	Astructure:Existing:Renewal:Intangible Asse	-	RENEWAL	ient; effective and development-oriented public	Governance		Licences And Rights	Computer Software And Applications	R-ADMIN OR HEAD OFFICE		0	-	5 000	5 000	-	-/
Finance And Administration	Capital:Non-Infrastructure:Existing:Renewal	-	RENEWAL		Governance		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	-	60	78	-	-/
Finance And Administration	Capital:Non-Infrastructure:Existing:Renewal	_	RENEWAL		Governance		Transport Assets	Transport Assets	R-ADMIN OR HEAD OFFICE		0	-	-	2 000	-	-/
Finance And Administration	Capital:Non-Infrastructure:New:Computer E	_	NEW	lent; effective and development-oriented public	Growth		Computer Equipment	Computer Equipment	R-ADMIN OR HEAD OFFICE		0	170	1 260	860	-	-/
Finance And Administration	Capital:Non-Infrastructure:New:Furniture Ar	_	NEW	lent; effective and development-oriented public	Growth		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	2	4	24	-	-/
Finance And Administration	Capital:Non-Infrastructure:New:Machinery A	-	NEW		Growth		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	71	5	148	400	-/
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	ient; effective and development-oriented public	Governance		Operational Buildings	Municipal Offices	R-ADMIN OR HEAD OFFICE		0	-	1 000	-	-	-/
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	ient; effective and development-oriented public	Governance		Computer Equipment	Computer Equipment	R-ADMIN OR HEAD OFFICE		0	621	130	98	-	-/
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	ient; effective and development-oriented public	Governance		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	64	17	-	-	-/
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING		Governance		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	21	238	80	-	-/
Community And Social Services	Capital:Non-Infrastructure:New:Furniture Ar	-	NEW	ient; effective and development-oriented public	Growth		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	-	5	4	-	-/
Community And Social Services	Capital:Non-Infrastructure:New:Machinery A	-	NEW		Growth		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	-	100	195	-	-/
Community And Social Services	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	ient; effective and development-oriented public	Governance		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	-	8	-	-	-/
Community And Social Services	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	i l	Governance		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	-	-	500	-	-/
Community And Social Services	Capital:Non-Infrastructure:New:Other Asset	-	NEW	ient; effective and development-oriented public	Growth		Operational Buildings	Municipal Offices	R-ADMIN OR HEAD OFFICE		0	-	3 065	3 065	-	-/
Planning And Development	Capital:Non-Infrastructure:New:Furniture Ar	-	NEW	ient; effective and development-oriented public	Growth		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	3	-	-	-	-/
Planning And Development	Capital:Non-Infrastructure:New:Machinery A	-	NEW		Growth		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	15	-	-	-	-/
Planning And Development	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	ient; effective and development-oriented public	Governance		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	-	15	14	-	-/
Environmental Protection	Capital:Non-Infrastructure:New:Computer E	-	NEW	ient; effective and development-oriented public	Growth		Computer Equipment	Computer Equipment	R-ADMIN OR HEAD OFFICE		0	-	-	12	-	-/
Environmental Protection	Capital:Non-Infrastructure:New:Furniture Ar	-	NEW	ient; effective and development-oriented public	Growth		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	-	-	7	-	-/
Environmental Protection	Capital:Non-Infrastructure:New:Machinery A	-	NEW		Growth		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	-	469	14	-	-/
Environmental Protection	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING	ient; effective and development-oriented public	Governance		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE		0	-	-	28	-	-/
Environmental Protection	Capital:Non-Infrastructure:Existing:Upgradir	-	UPGRADING		Governance		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD OFFICE		0	-	250	-	-	-/
Other	Capital:Non-Infrastructure:Existing:Renewal	-	RENEWAL	ient; effective and development-oriented public	Governance		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD OFFICE	(0	-	-	5	-	-
Parent Capital expenditure									1	1		967	12 126	12 179	400	. 5
Entities:																
List all capital projects grouped by En	lity									I		1				
Entity A																/
Water project A																4
Entity B																
Electricity project B																
Entity Capital expenditure												-		-	-	
Total Capital expenditure				<u> </u>							·	967	12 126	12 179	400	4 7

DC9 Frances Baard - Supporting Table SA37 Projects delayed from previous financial year/s

R thousand												Previous target year to	Current Yea	ır 2020/21	2021/22 Mediur	m Term Revenue Framework	& Expenditure
Function	Project name	Project number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	complete	Original Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Parent municipality: List all capital projects grouped by Function																	
Finance And Administration	Capital:Non-Infrastructure:Existing:Renewal:	-	RENEWAL		Governance	OWN MUNIC	Transport Assets	Transport Assets	R-ADMIN OR HEAD OFFICE	0	0	2016	-	-	2 000	-	-
List all capital projects grouped by Entity															i '		
Entity Name Project name																	

DC9 Frances Baard - Supporting Table SA38 Consolidated detailed operational projects

R thousand	Table SA38 Consolidated detailed operational projects											Prior year	outcomes	2021/22 Medium 1	erm Revenue & I Framework	Expenditure
Function	Project Description	Project Number	Туре	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Parent municipality: List all operational projects grouped I	hy Function												Torcoust			
Executive And Council	O_Municipal Running Cost	M123	Municipal Running Cost	nan settlements and improved quality of	Governance	IPAL STRATEGIC OBJECTIVE		R-	ADMIN OR HEAD O	0	0	16 803	22 558	21 399	21 764	22 744
Executive And Council	O_Tws_Cd_Elderly	-	Work Streams	e; responsive and sustainable social p	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	27	25	55	55	55
Executive And Council	O_Tws_Cd_Gender Development	-	Work Streams	e; responsive and sustainable social p	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	46	90	202	82	82
Executive And Council Executive And Council	O_Tws_Cd_Youth Projects_Youth Development Operational Typical Work Streams:Communication And Public Participation:Public Partic	-	Work Streams Work Streams	e; responsive and sustainable social p	Inclusion and Access Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI WHOLE OF THE DI	0	0	256	401	25 100	25 100	25 100
Executive And Council	Operational:Typical Work Streams:Community Development:Child Programmes		Work Streams	e: responsive and sustainable social p	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	53	55	25	25	25
Executive And Council	Operational: Typical Work Streams: Community Development Disability	Disab200	Work Streams	e; responsive and sustainable social p.	Inclusion and Access	IPAL STRATEGIC OBJECTIVE		R-	WHOLE OF THE DI	0	0	58	300	30	30	30
Executive And Council	Operational:Typical Work Streams:Community DevelopmentFood Security And Self Hi	-	Work Streams	e; responsive and sustainable social p	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	216	220	150	150	150
Executive And Council	Operational:Typical Work Streams:Community Development:Social Development Prog	-	Work Streams	e; responsive and sustainable social p	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	-	5	30	30	30
Executive And Council Finance And Administration	Operational:Typical Work Streams:Integrated Public Transport Network O_Municipal Running Cost	M123	Work Streams	effective and development-oriented pu nan settlements and improved quality of	Inclusion and Access Governance	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI ADMIN OR HEAD (0	0	13 39 765	500 48 442	-		-
Finance And Administration	O_Municipal Running Cost O_Municipal Running Cost	M123 M123	Municipal Running Cost Municipal Running Cost	nan settlements and improved quality of nan settlements and improved quality of	Governance	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	39 /65	48 442 150	50 538	52 492	54 155
Finance And Administration	O_Tws_Financial Mng Grant_Financial Statements	-	Work Streams	accountable; effective and efficient locs	Governance	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD (0	0	86	199	198	198	198
Finance And Administration	Operational:Typical Work Streams:Financial Management Grant:Audit Outcomes	-	Work Streams	accountable; effective and efficient locs	Governance	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI		0	65	-	100	100	100
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Base	-	Preventative Maintenance	effective and development-oriented po	Governance	IPAL STRATEGIC OBJECTIVE	Computer Equipment		meMIN OR HEAD O	0	0	4	20	20	20	20
Finance And Administration Finance And Administration	Default Transactions Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:I	-	Default Transactions Preventative Maintenance	accountable; effective and efficient locs effective and development-oriented pu	Governance Governance	IPAL STRATEGIC OBJECTIVE	Financial Performance Indicators Furniture And Office Equipment	Revenue Iter		0	0	(0) 385	589	469	490	- 508
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based: Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:		Preventative Maintenance Preventative Maintenance	effective and development-oriented po- effective and development-oriented po-	Governance	IPAL STRATEGIC OBJECTIVE	Licences And Rights	re And Uttice i Unspecified		0	0	2 145	2 631	2 339	2 436	2 518
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:I	_	Preventative Maintenance	circuite and development distince pr	Governance	IPAL STRATEGIC OBJECTIVE	Machinery And Equipment		up MIN OR HEAD O	0	0	62	85	51	53	55
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:	_	Preventative Maintenance	effective and development-oriented po	Governance	IPAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offi	cesMIN OR HEAD O	0	0	512	507	498	523	544
Finance And Administration	O_Mai_Ninf_Pm_lb_Transport Assets	-	Preventative Maintenance		Governance	IPAL STRATEGIC OBJECTIVE	Transport Assets		ets MIN OR HEAD O	0	0	6	38	30	32	33
Internal Audit	O_Municipal Running Cost	M123	Municipal Running Cost	nan settlements and improved quality of	Governance	IPAL STRATEGIC OBJECTIVE	I		ADMIN OR HEAD O	0	0	2 828	3 787	3 571	3 772	3 928
Internal Audit Community And Social Services	Operational Maintenance: Infrastructure: Preventative Maintenance: Condition Based: Info	M123	Preventative Maintenance	petitive and responsive economic infra-	Governance	IPAL STRATEGIC OBJECTIVE	ation And Communication Infrasti		S MIN OR HEAD O	0	0	15 6 298	40 7 978	40 9 684	42 9 945	45
Community And Social Services Community And Social Services	O_Municipal Running Cost O_Municipal Running Cost	M123 M123	Municipal Running Cost Municipal Running Cost	nan settlements and improved quality of nan settlements and improved quality of	Governance Governance	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD O	0	0	6 298	7 978	9 684 252	9 945	9 860 459
Community And Social Services Community And Social Services	O_Municipal Running Cost O_Tws_Emergency & Disaster Mng_Disaster Management	m (23	Work Streams	nan settlements and improved quality of e; responsive and sustainable social p.	Governance	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	85	113	108	109	459 114
Community And Social Services	Operational:Typical Work Streams:Emergency And Disaster Management:Annual Revie		Work Streams	e; responsive and sustainable social p	Governance	IPAL STRATEGIC OBJECTIVE		R-	WHOLE OF THE DI	0	0	-	500	-	-	-
Community And Social Services	Operational:Typical Work Streams:Emergency And Disaster Management:Disaster Reli	-	Work Streams	e; responsive and sustainable social p	Governance	IPAL STRATEGIC OBJECTIVE		R-	WHOLE OF THE DI	0	0	514	1 120	500	525	546
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:1	-	Preventative Maintenance		Governance	IPAL STRATEGIC OBJECTIVE			μίρι <mark>MIN OR HEAD</mark> O	0	0	259	266	188	198	206
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:1	-	Preventative Maintenance		Governance	IPAL STRATEGIC OBJECTIVE	Machinery And Equipment		ωρ OLE OF THE DI	0	0	- 11	24	21	22	22
Housing	O_Municipal Running Cost O_Municipal Running Cost	M123 M123	Municipal Running Cost Municipal Running Cost	nan settlements and improved quality of nan settlements and improved quality of	Governance Governance	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD O	0	0	2 232 771	2 310 860	3 361 860	3 519	3 649 860
Housing Planning And Development	O Municipal Running Cost O Municipal Running Cost	M123	Municipal Running Cost Municipal Running Cost	nan settlements and improved quality of nan settlements and improved quality of	Governance	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD (0	0	12 527	19 331	19 115	20 167	21 061
Planning And Development	O_Municipal Running Cost	M123	Municipal Running Cost	nan settlements and improved quality of	Governance	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	2 159	1 650	1 990	1 139	1 202
Planning And Development	O_Tws_Sm&G_ldp Implementation And Monitoring	-	Work Streams	accountable; effective and efficient locs	Spatial Integration	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	-	-	5	6	6
Planning And Development	Operational:Typical Work Streams:City Cleanliness And Clean-Up:Clean-Up Actions	-	Work Streams	nance our environmental assets and no	Inclusion and Access	IPAL STRATEGIC OBJECTIVE		R-	ADMIN OR HEAD (0	0	983	-	-	-	-
Planning And Development	Operational:Typical Work Streams:District Initiatives And Assistance To Municipalities:As	-	Work Streams	apable workforce to support an inclusi	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			R-DIKGATLON	0	0	3 879	4 000	5 300	2 500	2 500
Planning And Development	Operational:Typical Work Streams:District Initiatives And Assistance To Municipalities:As Operational:Typical Work Streams:District Initiatives And Assistance To Municipalities:As	-	Work Streams Work Streams	apable workforce to support an inclusi anable workforce to support an inclusi	Inclusion and Access Inclusion and Access	IPAL STRATEGIC OBJECTIVE			R-MAGARENG R-PHOKWANE	0	0	4 631 4 236	4 000	5 300	2 500 2 500	2 500 2 500
Planning And Development Planning And Development	Operational: Typical Work Streams: District Initiatives And Assistance To Municipalities: As Operational: Typical Work Streams: District Initiatives And Assistance To Municipalities: As	-	Work Streams Work Streams	apable workforce to support an inclusi apable workforce to support an inclusi	Inclusion and Access Inclusion and Access	IPAL STRATEGIC OBJECTIVE			R-SOL PLAATJE	0	0	4 236 7 500	4 500	5 300 5 200	2 500	2 500
Planning And Development	Operational:Typical Work Streams:Emergency And Disaster Management:Annual Revice		Work Streams	e; responsive and sustainable social p.	Governance	IPAL STRATEGIC OBJECTIVE		R.	WHOLE OF THE DI	0	0	7 300	4 300	550	2 300	2 300
Planning And Development	Operational: Typical Work Streams:Local Economic Development: Compilation Of Plan	_	Work Streams	effective and development-oriented pu	Spatial Integration	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	110	90	-	_	
Planning And Development	Operational:Typical Work Streams:Local Economic Development:Project Implementatio	-	Work Streams	effective and development-oriented po	Spatial Integration	IPAL STRATEGIC OBJECTIVE		R-	WHOLE OF THE DI	0	0	416	2 213	920	770	270
Planning And Development	Operational:Typical Work Streams:Research And Development	-	Work Streams	effective and development-oriented pu	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD	0	0	-	-	4 000	-	-
Planning And Development	Operational:Typical Work Streams:Spatial Planning	-	Work Streams	effective and development-oriented pu	Spatial Integration	IPAL STRATEGIC OBJECTIVE		R-	ADMIN OR HEAD O	0	0	-	233	400	420	440
Planning And Development Planning And Development	Operational:Typical Work Streams:Spatial Planning Operational:Typical Work Streams:Spatial Planning	-	Work Streams	effective and development-oriented pu	Spatial Integration Spatial Integration	IPAL STRATEGIC OBJECTIVE			R-MAGARENG R-PHOKWANE	0	0	168 70	393 170	30 84	210	220
Planning And Development Planning And Development	Operational:Typical Work Streams:Spatial Planning Operational:Typical Work Streams:Spatial Planning	-	Work Streams Work Streams	effective and development-oriented pu effective and development-oriented pu	Spatial Integration	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	-	1/0	120	210	- 220
Planning And Development	Operational:Typical Work Streams:Strategic Management And Governance:Government		Work Streams	accountable: effective and efficient locs	Spatial Integration	IPAL STRATEGIC OBJECTIVE		K.	R-MAGARENG	0	0			220		
Planning And Development	Operational:Typical Work Streams:Strategic Management And Governance:Government	_	Work Streams	accountable; effective and efficient locs	Spatial Integration	IPAL STRATEGIC OBJECTIVE		R-	WHOLE OF THE DE	0	0	-	300	-	-	-
Planning And Development	Operational:Typical Work Streams:Strategic Management And Governance:Idp Plannin	-	Work Streams	accountable; effective and efficient locs	Spatial Integration	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	-	50	303	58	63
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:I	-	Preventative Maintenance	effective and development-oriented po	Governance	IPAL STRATEGIC OBJECTIVE	Licences And Rights		MIN OR HEAD O	0	0	-	1 575	-	-	-
Planning And Development Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:I Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Base	-	Preventative Maintenance Preventative Maintenance	effective and development-oriented pu effective and development-oriented pu	Governance Governance	IPAL STRATEGIC OBJECTIVE	Licences And Rights Operational Buildings		OLE OF THE DI	0	0	123	134	141	149	157
	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Base O Mai Ninf Pm lib Transport Assets	-	Preventative Maintenance Preventative Maintenance	enective and development-oriented po	Governance Governance	CIPAL STRATEGIC OBJECTIVE	Operational Buildings Transport Assets		ets MIN OR HEAD O	0	0	1 167 111	2 543 187	2 576	2 703	2 706
Planning And Development Environmental Protection	O_Mai_Nint_Pm_lb_Transport Assets O_Municipal Running Cost	M123	Preventative Maintenance Municipal Running Cost	nan settlements and improved quality of	Governance Governance	IPAL STRATEGIC OBJECTIVE	Transport Assets		atsmin or head o Admin or head o	0	0	111 4 472	187 6 019	6 933	7 283	7 554
Environmental Protection	O_Municipal Running Cost	M123	Municipal Running Cost	nan settlements and improved quality of	Governance	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	7	26	25	25	25
Environmental Protection	Operational:Typical Work Streams:District Initiatives And Assistance To Municipalities:As	-	Work Streams	apable workforce to support an inclusi	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	-	450	200	-	-
Environmental Protection	Operational:Typical Work Streams:Drinking Water Quality	-	Work Streams	ong and healthy life for all South Africa	Inclusion and Access	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	-	90	104	104	104
Environmental Protection	Operational:Typical Work Streams:Emergency And Disaster Management:Disaster Reli	-	Work Streams	e; responsive and sustainable social p	Governance	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD O	0	0	-	2 000	650 14	-	- 14
Environmental Protection Environmental Protection	Operational:Typical Work Streams:Environmental:Air Quality Management Operational:Typical Work Streams:Environmental:Environmental Health	-	Work Streams Work Streams	iance our environmental assets and na iance our environmental assets and na	Spatial Integration Spatial Integration	CIPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	1 218	2 121	14 3 129	14 3 590	14 4 092
Environmental Protection Environmental Protection	Operational: Typical Work Streams:Environmental:Environmental Health Operational:Typical Work Streams:Health And Welfare:Municipal Health Service		Work Streams Work Streams	iance our environmental assets and no long and healthy life for all South Africa	Spatial Integration Inclusion and Access	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD (0	0	1 2 18	2 121	3 129	3 390	4 092
Environmental Protection	Operational:Typical Work Streams:Spatial Planning	_	Work Streams	effective and development-oriented pa	Spatial Integration	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	168	370	390	390	390
Environmental Protection	Operational:Typical Work Streams:Strategic Management And Governance:Strategic PI	-	Work Streams	accountable; effective and efficient locs	Spatial Integration	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	196	-	-	-	-
Environmental Protection	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:	-	Preventative Maintenance	effective and development-oriented po	Governance	IPAL STRATEGIC OBJECTIVE	Furniture And Office Equipment			0	0	24	-	30	30	30
Other	O_Municipal Running Cost	M123	Municipal Running Cost	nan settlements and improved quality of	Governance	IPAL STRATEGIC OBJECTIVE			ADMIN OR HEAD O	0	0	1 785	1 844	2 488	2 050	2 125
Other Other	O_Municipal Running Cost Operational Typical Work Streams: Tourism: Research On Tourism	M123	Municipal Running Cost Work Streams	nan settlements and improved quality of effective and development-oriented po	Governance Growth	IPAL STRATEGIC OBJECTIVE IPAL STRATEGIC OBJECTIVE		R-	R-PHOKWANE	0	0	370 45	350	472	446	470 6
Other	Operational: Typical Work Streams: Tourism: Research On Tourism Operational: Typical Work Streams: Tourism: Tourism Development	-	Work Streams Work Streams	effective and development-oriented po- effective and development-oriented po-	Growth Growth	IPAL STRATEGIC OBJECTIVE		P	R-PHOKWANE WHOLE OF THE DI	0	0	45 56	75	20	5	6
Other	Operational: Typical Work Streams: Tourism: Tourism Projects		Work Streams	effective and development-oriented pa	Growth	IPAL STRATEGIC OBJECTIVE			WHOLE OF THE DI	0	0	232	514	789	810	833
Other	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:1		Preventative Maintenance	effective and development-oriented pu	Governance	IPAL STRATEGIC OBJECTIVE	Licences And Rights		OLE OF THE DI	0	0		60	60	60	60
Parent Operational expenditure											0	120 175	153 104	161 706	147 605	152 887
Entitles:																
List all Operational projects grouped	by Entity															ı
Entity A																
Water project A																
Entity B																
Electricity project B																
Entity Operational expenditure Total Operational expenditure												120 175	153 104	161 706	147 605	152 887
	i .											.20113	.00 104	101.700	. *, 553	.02.007



FRANCES BAARD DISTRICT MUNICIPALITY



DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021 / 2022

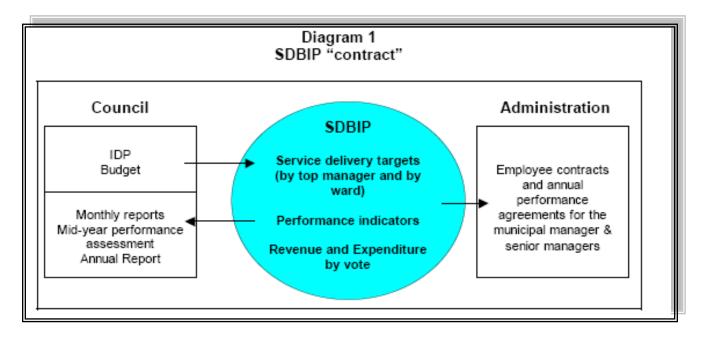
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

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1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) seek to promote municipal accountability and transparency and is an important instrument for service delivery and budget monitoring and evaluation. The SDBIP is a partnership contract between the administration, council and community, which expresses the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve (12) months.



Chapter 1 of the Municipal Finance Management Act, (Act 56 of 2003) (MFMA) defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget which must include (as part of the top-layer) the following:

- (a) Projections for each month:
 - · Revenue to be collected, by source, and
 - · Operational and capital expenditure, by vote.
- (b) Service delivery targets and performance indicators for each quarter.

In terms of National Treasury's Circular No.13 the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Information for expenditure and delivery; and a
- Detailed capital works plan.

In terms of sections 69(3) (a) and (b) of the MFMA the accounting officer of a municipality must submit to the mayor within 14 days after the approval of an annual budget, a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57(1) (b) of the Municipal Systems Act (MSA) for the municipal manager and all senior managers. Furthermore, according to section 53(1) (c) (ii) and (iii) of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

This coincides with the need to table at Council, drafts of the annual performance agreements for the municipal manager and all senior managers as required in terms of section 57(1) (b) of the MSA.

The process leading to the draft Budget, IDP and business plans, which have an important bearing on the finalization of the SDBIP, includes the following elements:

- Departmental operational plans/departmental SDBIPs. These departmental SDBIPs provide the detailed plans and targets according to which the departments' performance will be monitored.
- The departmental SDBIP's/operational plans contain performance plans of line managers. The performance plans were formulated in terms of the IDP sector plans and the operational mandates relevant to each department. The performance plans form the basis for the signing of the annual performance agreements of the municipal manager and senior managers. The SDBIP represents the key performance targets as captured across core departments.

The structure of the FBDM's 2020/21 SDBIP in the table below considers the pertinent legal requirements:

SECTION	DESCRIPTION
	 Legislative description of the SDBIP
Introduction	Components of the SDBIP
	Three-year capital works plan
	Spatial Development Framework
Capital Works Plan	 A list of key capital projects to be implemented in the
	budget year broken down according to municipalities
High level Service Delivery	 Municipal score card showing KPI's and targets
Breakdown	
Budget Implementation Plan for	 Monthly projections of revenue to be collected by source
2020/21	 Monthly projections of expenditure of operating, and
	revenue for each vote
	 Monthly projection of capital by vote
Conclusion	SDBIP as significant monitoring tool

The budget implementation section of the SDBIP is categorised in terms of votes as prescribed by the MFMA. In the case of the FBDM, votes indicate a budget allocation for core administration.

- Executive and Council
- Budget and Treasury
- Corporate Services
- Planning and Development
- Project Management and Advisory Services

2. CAPITAL WORKS PLAN

The capital budget of FBDM is focused on own capital expenditure needs such as computer equipment, upgrading of buildings, etc. and not so much on infrastructure services.

2.1 Three-Year Capital Projects

The table below outlines the medium-term capital budget of the FBDM.

Vote Description	2017/18	2018/19	2019/20	Cı	urrent Year 2020/	21	2020/21 Mediur	n Term Revenue Framework	& Expenditure
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year +1 2021/22	Budget Year +2 2022/23	Budget Year +2 2023/24
Vote 01 - Executive & Council	(3,209)	19	_	-	-	_	48	_	5
Vote 02 - Office Of The Municipal Manager	45	9	7	500	500	500	26	_	_
Vote 03 - Budget & Treasury Office	205	15	-	3,000	5,000	5,000	7,024	_	_
Vote 04 - Administration	346	3,283	942	5,230	6,611	6,611	5,063	400	_
Vote 05 - Planning & Development	3	17	_	-	-	_	18	_	_
Vote 06 - Infrastructure Services	3,238	5,852	18	11	15	15	_	_	_
Total Capital Expenditure - Vote	627	9,195	967	8,740	12,126	12,126	12,179	400	5

2.2 Spatial Development Framework

A summary of the Spatial Development Framework (SDF) has been provided herewith. It highlights background to the SDF, the main issues identified by the SDF and objectives, strategies and projects formulated to address these spatial challenges.

Municipalities are required by the provisions of Section 26(e) of the Municipal Systems Act 2000 to prepare and adopt a SDF for their municipal area as part of the Integrated Development Plan. The objectives of SDF are clearly articulated under Section 4 of the Local

Government: Municipal Planning and Performance Management Regulations 2001 and Section 18 of the Spatial Planning and Land Reform Act 16 of 2013. The Spatial Planning and Land Reform Act 16 of 2013 is the legislation and government policy that give municipalities the responsibility of preparing and adopting Spatial Development Frameworks for municipalities.

The SDF for Frances Baard District Municipality was adopted by Council in 2014.

2.3 Spatial Planning Issues

One of the principal objectives of SDF is the promotion of sustainable human settlement development. However, there are a number of factors in the FBDM region that pose to undermine the sustainable development of the region, namely: -

- Population increase: All the municipalities in the district with the exception of Phokwane Local Municipality are experiencing an increase in population growth;
- The urban settlements in FBDM are inefficient and expensive to maintain and live in, because they are not compact and creating infrastructure maintenance burdens to municipalities;
- Poor local land management problems, caused by poor agricultural practices and mining;
- The Harts-, the Vaal- and Modder rivers are under endangered conditions;
- Dwindling flora and fauna as the Vaalbos National Park was de-proclaimed;
- Mines are poorly rehabilitated as evidenced by various open quarries and pits in the FBDM region;
- High concentration of crime in urban areas.

2.4 Capital Projects to category B municipalities for 2021/22

Circular 13 of the MFMA calls for the provision of detailed capital works plans to ensure sufficient detail to measure and monitor delivery of infrastructure projects. It has to be appreciated that the breakdown of the capital works plan, is helpful in terms of showing the spread of FBDM's intervention in its provision of services.

This section provides a breakdown of capital expenditure across the FBDM. The capital projects for 202/21 are broken down according to category B municipalities in the District.

Description	2017/18	2018/19	2019/20	Cu	rrent Year 2020/	21	2020/21 Mediur	n Term Revenue Framework	& Expenditure
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year +1 2021/22	Budget Year +2 2022/23	Budget Year +2 2023/24
OPERATIONAL: O&M									
Dikgatlong Municipality (NC092)	3,400		1,975	2,500	2,500	4,000	1,500	2,500	2,500
Magareng Municipality (NC093)	4,100		2,914	2,500	2,500	4,000	1,500	2,500	2,500
Phokwane Municipality (NC094)	2,278		2,236	2,500	2,500	4,000	1,500	2,500	2,500
Sol Plaatje Municipality (NC091)	2,500		5,500	2,500	2,500	4,500	1,500	2,500	2,500
<u>CAPITAL</u>									
(NC092) Dikgatlong Municipality	3,400	1,750	1,904	_	_	_	3,500	_	_
(NC093) Magareng Municipality	2,278	1,364	1,690	-	-	_	3,500	-	-
(NC094) Phokwane Municipality	2,500		2,000	-	-	_	3,500	-	-
(NC091) Sol Plaatje Municipality	6,227	3,029	2,000	_	-	_	3,500	_	-
Total Operational and Capital	26,683	6,142	20,219	10,000	10,000	16,500	20,000	10,000	10,000

3. HIGH-LEVEL SERVICE DELIVERY BREAKDOWN

The FBDM is required in terms of the SDBIP, to provide non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. Service delivery targets relate to the level and standard of services being provided to the community. It also includes targets for the reductions in backlogs of basic services according to Circular 13 of the MFMA. The SDBIP provides high level but condensed public information on service delivery to all stakeholders within and outside the district.

The SDBIP is conceptualized as a layered plan dealing with consolidated service targets and in-year deadlines and linking such targets and deadlines to top management. The Municipal Score Card represents a consolidation of all the FBDM detailed service delivery targets and performance indicators as captured in the operational plans, the performance plans and score cards of the managers in the various departments of the municipality.

In terms of the objectives, strategies and projects as listed in the IDP and the budget, Frances Baard District Municipality commits itself as follows:

3.1 MUNICIPAL STRATEGIC OBJECTIVES:

- 1. To provide sustainable municipal services in the district;
- 2. To implement municipal institutional development and transformation in the district;
- 3. To promote local economic development in the district;
- 4. To promote municipal financial viability and management in the district; and
- 5. To promote and implement good democratic governance and public participation in the district.

3.2 FBDM PERFORMANCE PLAN / OPERATIONAL PLAN / SCORE CARD - 2020/21 Financial Year:

			FBDM PERF	ORMANCE PLA	N / SCORE-C	CARD - 202	1/2022				
	KEY PERFORMANCE AREA (KPA's)		KEY PERFORMANCE	Baseline	Annual Targets	Measure	Verification		Quarterly	Projections	
	IDP OBJECTIVES		INDICATORS (KPI's)	30/06/2021	2021/2022	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
			KPA 1: SUSTAINABLE	MUNICIPAL INFF	RASTRUCTURE	AND BASIC SE	RVICE DELIV	ERY.			
			Pro	gramme Manage	ment and Adv	isory Services					
		1.1	Number of municipalities assisted with the finalisation of prioritised project lists to guide the upgrading, operations and maintenance of infrastructure in the district.		Developed prioritised project list for the LMs for 2021/22	Number of municipalities assisted	Council Resolution	-	-	-	4
1	To assist LMs with infrastructure upgrading, operations and maintenance.	1.2	Amount spent on support for operations and maintenance of infrastructure in the LMs.		Total spending of annual allocated budget (R6 000 000,00)	Amount spent (R)	Quarterly Reports on spending	R200,000.00	R800,000.00	R2,000,000.00	R3,000,000.00
		1.3	Timeous submission of project monitoring reports developed to support infrastructure operations and maintenance in the LMs		4 Monitoring Reports Submitted to Council	Number of monitoring reports	Quarterly monitoring reports	1	1	1	1
2	To create job opportunities for the unemployed through the promotion of EPWP principles.	2.1	Number of Full-Time Equivalents (FTEs) created as per the EPWP incentive agreement		14 FTEs	Number of FTEs	Quarterly Reports	2	4	4	4
3	To support improved infrastructure planning in the district.	3.1	Percentage progress on the implementation of the RRAMS project to support improved infrastructure planning in the LMs as per the approved business plan		100% Implementation of the approved business plan	% Progress	Quarterly reports	100%	100%	100%	100%
		4.1	Number of municipalities assisted with the finalisation of prioritised project lists for capital infrastructure projects in the district.		Developed prioritised project list for the LMs for 2021/22	Number of municipalities assisted	FBDM Council Resolution to secure funding	-	-	-	4
4	To support the provision of potable water, sanitation facilities, electricity and streets and storm water households in the district.	4.2	Amount spent on support for capital infrastructure projects in the LMs .		Total spending of annual allocated budget (R14 000 000,00)	Amount spent (R)	Quarterly Reports on spending	R1,000,000.00	R1,500,000.00	R5,000,000.00	R6,500,000.00
		4.3	Timeous submission of project monitoring reports developed to support capital infrastructure projects in the LMs		4 Monitoring Reports Submitted to Council	Number of monitoring reports	Quarterly monitoring reports	1	1	1	1
				Но	ousing Unit						
	To Facilitate the reduction of the	5.1	Number of human settlements sector plans reviewed.		4	Number of plans reviewed	Draft sector plans	-	-	-	4
5	housing backlog.	5.2	Number of progress reports submitted to Council for the facilitation of the subsidy application process		4 reports submitted	Number of reports	Quarterly reports	1	1	1	1
6	Monitoring of human settlements development in 3 LMs	6.1	Number of reports on the accreditation programme submitted COGHSTA and NDHS.		16 reports submitted	Number of reports submitted	Monthly / Quarterly Reports	4	4	4	4

			FBDM PERFORI	MANCE PLAN /	SCORE-CARD	- 2021/2	022				
	KEY PERFORMANCE AREA (KPA's)		KEY PERFORMANCE	Baseline	Annual Targets	Measure	Verification		Quarterly	Projection	s
	IDP OBJECTIVES		INDICATORS (KPI's)	30/06/2021	2021/2022	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
			KPA 2:	LOCAL ECONOM	IC DEVELOPMENT	「(LED)					
				Local Economic I	Development Unit	;					
8	To support the development of a diverse economy	8.1	Percentage completion of programmes aimed at the diversification of the district economy		5x programmes	% Progress	Quarterly Reports	100%	100%	100%	100%
9	To support the development of learning and skilful economies	9.1	Percentage completion of programmes aimed at developing learning and skilful economies		3x programmes	% Progress	Quarterly Reports	100%	100%	100%	100%
10	To facilitate the development of enterprises	10.1	Percentage completion of programmes aimed at developing enterprises		1x programme	% Progress	Quarterly Reports	100%	100%	100%	100%
11	To facilitate the development of inclusive economies	11.1	Percentage completion of programmes aimed at developing inclusive economies		3X programmes	% Progress	Quarterly Reports	100%	100%	100%	100%
				Touris	sm Unit						
	To assemble to usions in the Europe	12.1	Percentage completion of programmes aimed at upgrading, restoration and promotion of tourist attractions		Implementation of 7x programmes	% Progress	Quarterly Reports	100%	100%	100%	100%
12	To promote tourism in the Frances Baard District	12.2	Percentage implementation of annual action plan to facilitate strategic partnerships and participation of role players		Tourism association	% Progress	Quarterly Reports	100%	100%	100%	100`%

	KEY PERFORMANCE AREA (KPA's)	KE	Y PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification		Quarterly	Projections	
	IDP OBJECTIVES	KL	TEM ORNANCE INDICATORS (RETS)	30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
			KPA 3: INSTITUT	TIONAL DEVELO	PMENT AND TRA	NSFORMATION					
			En	vironmental H	ealth Manageme	nt					
		13.1	Number of water samples collected analysed to monitor water quality	460 samples collected in 2019/20	480 samples collected	Number of samples collected and analysed	Quarterly reports	115	115	115	115
		13.2	Number of inspections at food premises to determine food safety	400 inspections conducted in 2019/20	620 inspections completed	Number of inspections conducted	Quarterly reports	115	115	110	110
13	To monitor and enforce national environmental health norms and standards in the Frances Baard district	13.3	Number of surface swabs collected to analyse for diseases and other health risks	120 swabs collected in 2018/19	170 swabs collected	Number of surface swabs collected & analysed	Quarterly reports	37	37	38	38
		13.4	Number of food handlers trained on environmental health requirements	242 food handlers trained in 2019/20	360 food handlers trained	Number of food handlers trained	Quarterly reports	45	45	45	45
	Baard district	13.5	Number of inspections at non-food premises	155 inspections conducted in 2019/20	300 inspections	Number of inspections conducted	Quarterly reports	45	45	45	45
		14.1	Number of awareness campaigns implemented	60 awareness campaigns hosted in 2019/20	112 awareness campaigns implemented	Number of campaigns implemented	Quarterly reports	18	18	18	18
	To implement and monitor environmental	14.2	Number of environmental calendar days celebrated	5 environmental calendar days celebrated	7 environmental calendar days celebrated	Number of days celebrated	Quarterly reports	1	-	2	2
14	To implement and monitor environmental planning and management in the Frances Baard district	14.3	Number of atmospheric emissions inventory updates performed	100% updated atmospheric emissions inventory	4 updates performed	Number of updates performed	Quarterly reports	1	1	1	1
		14.4	Number of ambient air quality monitoring reports	4	4 monitoring reports	Number of reports	Quarterly reports	1	1	1	1

			FBDM PERFORMANCE	PLAN / SCORE	-CARD - 2021	1/2022				•	
	KEY PERFORMANCE AREA (KPA's)		KEY PERFORMANCE	Baseline	Annual Targets	Measure	Verification	Qu	arterly	Projection	ons
	IDP OBJECTIVES		INDICATORS (KPI's)	30/06/2021	2021/2022	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
		KEY PERFORMANCE INDICATORS (KPI's)		EVELOPMENT AN	ID TRANSFORMAT	TION continue					
				Disaster Manag	ement						
15	To support local municipalities with the implementation of Disaster	15.1			20 volunteers trained	Number of volunteers trained	Quarterly reports	-	20	-	-
13	Management Legislation	15.2	Percentage progress on the review of 4x Disaster management plans		100% reviewed disaster management plans	% Progress	Quarterly reports	100%	100%	100%	-
16	To assist local municipalities by implementing response and recovery mechanisms as per national disaster management framework	16.1			100% response to all requests received	% Assistance	Quarterly reports	100%	100%	100%	100%
	_ , , ,	17.1			100%	% Maintenance	Quarterly reports	100%	100%	100%	100%
17	To develop institutional capacity and acquire resources for fire fighting services for 3 LMs	17.2	establishment of the fire fighting satellite station		100% Completed phase 2	% Progress	Quarterly reports	100%	100%	100%	100%
18	To ensure effective internal security measures	18.1			100% maintenance	% Maintenance	Quarterly reports	100%	100%	100%	100%
			Hui	man Resource Ma	anagement						
19	To comply with legislative requirements relating to human resource management and development	19.1	Percentage compliance with Human Resource Management & Development reporting requirements		100%	% Compliance	Quarterly reports	100%	100%	100%	100%
20	To provide support on HR management and development function to LMs	20.1			4 Quarterly reports	Number of reports	Quarterly reports	1	1	1	1
			Records Ma	nagement and Off	ïce support						
21	at FBDM and support the LMs towards	21.1	3 1		100%	% Compliance	Quarterly reports	100%	100%	100%	100%
	compliance by 2022	21.2			4 Quarterly reports	Number of reports	Quarterly reports	1	1	1	1
22	To provide effective and efficient office support functions	22.1			12 Reports	Number of reports	Monthly reports	3	3	3	3
23	To provide effective and cost efficient office support services	23.1	Percentage implementation of the municipal buildings maintenance plan		100% maintenance	% Maintenance	Maintenance Reports	100%	100%	100%	100%

			FBDM PERFORMANCE I	PLAN / SCORE	-CARD - 2	2021/2022					
	KEY PERFORMANCE AREA (KPA's)	KEY	PERFORMANCE INDICATORS	Baseline	Annual Targets	Measure	Verification	Qı	uarterly P	rojection	5
	IDP OBJECTIVES		(KPI's)	30/06/2021	2021/2022	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
			KPA 3: INSTITUTIONAL DEVE	LOPMENT AND	TRANSFORMA [*]	TION continue					
			Information	on Communicatio	n Technology (I	ст)					
24	To implement and maintain a sharable ICT environment within the district	24.1	Percentage implementation of the ICT systems plan		100% implementation of ICT systems	% Implementation	Quarterly reports	100%	100%	100%	100%
25	To support the improvement of ICT in	25.1	Number of reports on support provided to LMs towards the establishment of ICT governance structure		4x reports	Number of reports	Quarterly reports	1	1	1	1
	three LMs	25.2	Number of reports produced on the technical support provided to LMs		4x reports	Number of reports	Quarterly reports	1	1	1	1
			Integra	ated Developmen	t Planning (IDP))					
26	To develop and review the district municipality's IDP in compliance with legislation	26.1	Percentage progress in the review of the district municipal IDP.		100% reviewed 2021/22 district IDP	% Progress	Quarterly reports	100%	100%	100%	100%
27	To support the local municipalities in the preparation and review of their IDPs	27.1	Percentage support to local municipalities in the review of their IDPs		100% implementation of the 2021/22 Process plan and annual LM Plan	% progress	Quarterly Reports	100%	100%	100%	100%
				Spatial Plani	ning						
28	To facilitate the development of land use management policies	28.1	Percentage development of By-Laws for three LMs		100% Developed By- Laws	% Progress	Quarterly reports	100%	100%	100%	100%
29	To facilitate the development of urban and rural areas in accordance with the	29.1	Percentage processing of land development applications received		100% processed applications received	% Progress	Quarterly reports	100%	100%	100%	100%
	relevant legislation	29.2	Percentage progress on the review of the SDF		2x SDFs reviewed	% Progress	Reviewed SDFs	-	100%	100%	100%

			FBDM PERFORMANCE PLAN	N / SCORE-C	ARD - 2021	./2022									
	KEY PERFORMANCE AREA (KPA's)	KE	Y PERFORMANCE INDICATORS	Baseline	Annual Targets	Measure	Verification	Qu	arterly	Projection	ons				
	IDP OBJECTIVES	REY PERFORMANCE (KPI's KPA 3: INSTITUTE The use of GIS as a tool in 30.1 Percentage access and GIS in the district. 30.2 Number of local municinformed on GIS The functional performance arystem in FBDM 31.1 Percentage compliance management asystem in FBDM SERVICE STATES (STATES AND ASSESSED AS	(KPI's)	30/06/2021	2021/2022	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.				
			KPA 3: INSTITUTIONAL DEVEL	OPMENT AND	TRANSFORMAT	ION continu	e								
			Geograpi	hic Informatio	n System	1				_	1				
30	To promote the use of GIS as a tool in the district	30.1	Percentage access and maintenance of GIS in the district.		Land use survey for Magareng LM	% Progress	Quarterly reports	100%	100%	100%	100%				
		30.2	Number of local municipalities trained and informed on GIS		4 workshops hosted	Number	Quarterly reports	-	2	-	2				
			Performance I	Management S	Systems (PMS)										
31	To maintain a functional performance management system in FBDM	31.1	Percentage compliance with performance management system in FBDM.		100% Compliance	% Compliance	Quarterly reports	100%	100%	100%	100%				
32	To support performance management in 3 LMs	32.1	Percentage support to three local municipalities on PMS		100% implementation of the annual support plan	% Progress	Quarterly reports	100%	100%	100%	100%				
			KPA 4: GOOD GOVERN	IANCE AND PU	BLIC PARTICIP	ATION									
			Comm	ommunication and Media											
33	To keep the public informed on government activities in the district.	33.1	Percentage implementation of the annual communication strategy action plan		100% implementation of the action plan	% Progress on implementation of action plan	Action plan activities implemented	100%	100%	100%	100%				
34	To improve internal communication through the implementation of the internal communication plan	34.1	Percentage implementation of the internal communication plan		100% implementation of 2021/22 communication plan	% Implementation	Internal communication action plan implemented	100%	100%	100%	100%				
			Ri	isk Manageme	nt										
35	To manage risk activities in the district.	35.1	Percentage implementation of risk management policies and strategies in FBDM to identify and mitigate risks.		100% implementation of approved annual risk implementation plan	% Progress	Quarterly Reports	100%	100%	100%	100%				
		35.2	Percentage implementation of risk management policies and strategies for two LMs		100% implementation of approved annual risk implementation plan 100%	% Progress	Quarterly reports	100%	100%	100%	100%				
36	To prevent and manage fraud and	Percentage implementation of fraud prevention policies and strategies in FBDM.		implementation of fraud prevention programme	% Progress	Quarterly reports	-	100%	-	_					
30	corruption in the district.	36.2	Percentage implementation of fraud management plan for two LMs		100% implementation of fraud management plan	% Progress	Fraud awareness report	-	100%	-	-				

			FBDM PERFORMANCE PLAI	N / SCORE-	CARD - 2	021/2022					
	KEY PERFORMANCE AREA (KPA's)	KE	Y PERFORMANCE INDICATORS	Baseline	Annual Targets	Measure	Verificatio n		Quarterly	y Projection	ons
	IDP OBJECTIVES		(KPI's)	30/06/2021	2021/2022	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
			KPA 4: GOOD GOVERNANCE	AND PUBLI	C PARTICIPA	TION contin	ue				
				Internal Aud	it						
37	To evaluate the adequacy and effectiveness of control processes and assessment of compliance with legislation in FBDM and 2 LMs	37.1	Percentage implementation of the approved internal audit plans (fbdm and 2LMs)	98% implemented 2020/21 audit plans	100% Implementation of the audit plans	% Implementatio n	Quarterly reports	100%	100%	100%	100%
			Legal a	nd Compliance	e Services						
38	To provide legal and compliance services in the district	38.1	Percentage provision of legal and compliance services in the district.		100%	% Compliance	Litigation register	100%	100%	100%	100%
39	Provision of sound legal binding contracts in the district	39.1	Percentage provision of legal contract services		100%	% Provision	Contract register	100%	100%	100%	100%
			Council	and Committe	e Services						
40	To ensure an effective and efficient functioning of council and its committees	40.1	Percentage facilitation of council and committee meetings to ensure a fully functional council and its committee oversight and administrative systems		100% facilitation of committeess and council meetings	% Compliance	Signed agendas and minutes of Council and committee meetings	100%	100%	100%	100%
				Youth Service	es						
41	To facilitate and coordinate youth development in the district	41.1	Number of stakeholder engagement platforms facilitated		4 Platforms	Number of platforms	Quarterly Reports	1	1	1	1
	accomment in the district				5 Youth development programmes	Number of platforms	Quarterly Reports	1	1	1	2
			Sp	pecial Progran	nmes						
42	To facilitate and coordinate special programmes in the district.	42.1	Percentage facilitation and coordination of special programmes in the district as per the annual action plan		100% Implementation of approved programmes	% Progress	Quarterly Reports	100%	100%	100%	100%

	•		FBDM PERFORMANCE PLA	N / SCORE-CARD -	2021/202	2					
	KEY PERFORMANCE AREA (KPA's)	ı	KEY PERFORMANCE INDICATORS	Baseline	Annual Targets	Measure	Verificatio n	Qu	arterly	Projecti	ons
	IDP OBJECTIVES		(KPI's)	30/06/2021	2021/2022	Unit	PoE	1st Qtr.	2nd Otr.	3rd Qtr.	4th Qtr.
			KPA 5: MUNICIPAL FIN	IANCIAL VIABILITY AND	MANAGEME	NT.					
			Ви	udget and Treasury							
43	To ensure compliance to all accounting and legislative reporting requirements.	43.1	Percentage compliance to budgeting and reporting requirements.		100%	% Compliance	Monthly / Quarterly reports	100%	100%	100%	100%
44	To ensure sound financial management practices according to National Treasury guidelines	44.1	Percentage compliance to legislation		100%	% Compliance	Monthly / Quarterly reports	100%	100%	100%	100%
45	To provide financial management support to the local municipalities in the district.	45.1	Percentage financial management support provided to local municipalities		100% Support Provided	% Support	Quarterly reports	100%	100%	100%	100%
46	To ensure implementation of supply chain management policies and related prescripts.	46.1	Percentage compliance with National treasury supply chain management system.		100%	% Compliance	Monthly / Quarterly reports	100%	100%	100%	100%

4. BUDGET IMPLEMENTATION PLAN FOR 2021/22

In respect of the budget implementation component of the SDBIP, circular 13 requires a breakdown by monthly projections of revenue to be collected for each source and monthly projections of operational and capital expenditure and revenue for each vote.

4.1 Monthly projections of revenue and expenditure by vote

The anticipated revenue for the 2021/22 financial year amounts to R 147,05m and the expenditure amounts to R 162,01m

1. The table below provides a summary of the monthly projections for revenue and expenditure per vote.

		July			August		9	Septembe	r		October		ı	Novembe	r		Decembe	r
VOTE	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000
5 " 00 "																		
Executive & Council	0.47			0.17		0	047			0.47			0.47			0.17		
Council	917	4	0	917	4	0	917	4	0	917	4	0	917	4	0	917	4	
Municipal Manager	214	0	0	214	0	0	214	0	0	214	0		214	0		214	0	
Committee Services & Administration	126	0	0	126	0		126		0	126			126	0		126	0	
Internal Audit	315	0	0	315	0		315	0	0	0.0			315	0		315	0	C
Communications	205	2	0	205	2	0	205	2	0				205	2	0	205	2	(
Risk Unit	125	0	0	125	0	0	125	0	0	125			125	0	0	125	0	(
Political Office - Administration	402	0	0	402	0	0	402	0	0	402	0		402	0		402	0	(
Youth Unit	176	0	0	176	0	0	176	0	0	176			176	0	0	176	0	(
Legal & Compliance	98	0	0	98	0	0	98	0	0	98	0	0	98	0	0	98	0	(
Budget & Treasury																		
Directorate	567	0	83	567	0	83	567	0	83	567	0	83	567	0	83	567	0	83
Finance: Revenue & Expenditure	322	0	11,303	322	0	11,303	322	0	11,303	322	0	11,303	322	0	11,303	322	0	11,303
Finance: Budget Office	637	417	0	637	417	0	637	417	0	637	417	0	637	417	0	637	417	C
Finance: Supply Chain Management	313	0	0	313	0	0	313	0	0	313	0	0	313	0	0	313	0	C
Finance: Motor Vehicle Pool	106	167	0	106	167	0	106	167	0	106	167	0	106	167	0	106	167	C
Corporate Services																		
Director: Administration	166	0	0	166	0	0	166	0	0	166	0	0	166	0	0	166	0	
Information Systems	376	85	0	376	85	0	376	85	0	376	85	0	376	85	0	376	85	
Human Resource Management	482	0	0	482	0	0	482	0	0	482	0	0	482	0	0	482	0	(
Office support Services	1,109	0	0	1,109	0	0	1,109	0	0	1,109	0	0	1,109	0	0	1,109	0	
Environmental Health	935	5	0	935	5	0	935	5	0	935	5	0	935	5	0	935	5	
Firefighting & Disaster Management	900	314	22	900	314	22	900	314	22			22		314	22		314	22
Planning & Development																		
Directorate: Planning	498	0	333	498	0	333	498	0	333	498	0	333	498	0	333	498	0	333
Local Economic Development	585	0	0	585	0		585	0	0				585	0		585	0	(
GIS Management	173	0	0	319	0	0	319	0	0				319	0	0	319	0	(
Spacial Planning	291	0	0	173	0	0	173	0	0	173	0		173	0	0	173	0	
Tourism	319	0	0	291	0	0	291	0	0	291	0		291	0		291	0	
IDP Management	194	0	0	194	0	0	194	0	0	194	0		194	0		194	0	d
Project Management & Advisory Services																		
Directorate: Infrastructure Development	180	0	304	180	0	304	180	0	304	180	0	304	180	0	304	180	0	304
Project Management Services	2,296	0	0	2,296	0	0	2,296	0	0	2,296	0	0	2,296	0	0	2,296	0	(
Maintenance of Roads	98	0	102	98	0	102	98	0	102	98	0	102	98	0	102	98	0	102
Housing	374	0	0	374	0	0	374	0	0	374	0	0	374	0	0	374	0	(
Total by Vote	13,501	993	12,147	13,501	993	12,147	13,501	993	12,147	13,501	993	12,147	13,501	993	12,147	13,501	993	12,147

		January		Ì	February			March			April			May			June	•		Total	
VOTE	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000
Vote1: Executive & Council																					
Council	917	4	0	917	4	0	917	4	0	917	4	0	917	4	0	917	4	0	11,003	48	0
Municipal Manager	214	0	0	214	0	0	214	0	0	214	0	0	214	0	0	214	0	0	2,568	0	0
Committee Services & Administration	126	0	0	126	0	0	126	0	0	126	0	0	126	0	0	126	0	0	1,507	0	0
Internal Audit	315	0	0	315	0	0	315	0	0	315	0	0	315	0	0	315	0	0	3,779	0	0
Communications	205	2	0	205	2	0	205	2	0	205	2	0	205	2	0	205	2	0	2,462	26	0
Risk Unit	125	0	0	125	0	0	125	0	0	125	0	0	125	0	0	125	0	0	1,505	0	0
Political Office - Administration	402	0	0	402	0	0	402	0	0	402	0	0	402	0	0	402	0	0	4,820	0	0
Youth Unit	176	0	0	176	0	0	176	0	0	176	0	0	176	0	0	176	0	0	2,118	0	0
Legal & Compliance	98	0	0	98	0	0	98	0	0	98	0	0	98	0	0	98	0	0	1,179	0	0
Vote2 - Budget & Treasury																					
Directorate	567	0	83	567	0	83	567	0	83	567	0	83	567	0	83	567	0	83	6,801	0	1,000
Finance: Revenue & Expenditure	322	0	11,303	322	0	11,303	322	0	11,303	322	0	11,303	322	0	11,303	322	0	11,303	3,859	0	135,636
Finance: Budget Office	637	417	0	637	417	0	637	417	0	637	417	0	637	417	0	637	417	0	7,642	5,000	0
Finance: Supply Chain Management	313	0	0	313	0	0	313	0	0	313	0	0	313	0	0	313	0	0	3,753	0	0
Finance: Motor Vehicle Pool	106	167	0	106	167	0	106	167	0	106	167	0	106	167	0	106	167	0	1,269	2,000	0
Vote3: Corporate Services																					
Director: Administration	166	0	0	166	0	0	166	0	0	166	0	0	166	0	0	166	0	0	1,990	0	0
Information Systems	376	85	0	376	85	0	376	85	0	376	85	0	376	85	0	376	85	0	4,517	1,018	0
Human Resource Management	482	0	0	482	0	0	482	0	0	482	0	0	482	0	0	482	0	0	5,789	0	0
Office support Services	1,109	100	0	1,109	100	0	1,109	20	0	1,109	0	0	1,109	0	0	1,109	0	0	13,313	220	0
Environmental Health	935	5	0	935	5	0	935	5	0	935	5	0	935	5	0	935	5	0	11,222	61	0
Vote: Firefighting & Disaster Management	900	314	22	900	314	22	900	314	22	900	314	22	900	314	22	900	314	22	10,801	3,764	259
Vote4: Planning & Development																					
Directorate: Planning	498	0	333	498	0	333	498	0	333	498	0	333	498	0	333	498	0	333	5,979	0	4,000
Local Economic Development	585	0	0	585	0	0	585	0	0	585	0	0	585	0	0	585	0	0	7,023	0	0
GIS Management	319	0	0	319	0	0	319	0	0	319	0	0	319	0	0	319	0	0	3,694	0	0
Spacial Planning	173	0	0	173	0	0	173	0	0	173	0	0	173	0	0	173	0	0	2,199	0	0
Tourism	291	0	0	291	0	0	291	0	0	291	0	0	291	0	0	291	0	0	3,519	0	0
IDP Management	194	0	0	194	0	0	194	0	0	194	0	0	194	0	0	194	0	0	2,317	0	0
Vote5: Project Management & Advisory Services																					
Directorate: Infrastructure Development	180	0	304	180	0	304	180	0	304	180	0	304	180	0	304	180	0	304	2,166	0	3,653
Project Management Services	2,296	0	0	2,296	0	0	2,296	0	0	2,296	0	0	2,296	0	0	2,296	0	0	27,555	0	0
Maintenance of Roads	98	0	102	98	0	102	98	0	102	98	0	102	98	0	102	98	0	102	1,180	0	1,219
Housing	374	0	0	374	0	0	374	0	0	374	0	0	374	0	0	374	0	0	4,485	0	0
Total by Vote	13,501	1,093	12,147	13,501	1,093	12,147	13,501	1,013	12,147	13,501	993	12,147	13,501	993	12,147	13,501	993	12,147	162,012	12,137	145,767

4.2 Monthly projections: Capital expenditure by vote

The FBDM envisages a spending of 12, 18m on the capital budget for 2021/22 financial year. The capital budget will be funded from surplus cash. This is followed by monthly projections for the 2020/21 financial year for each vote.

Description		Budget Year 20121/22										Medium Term Revenue and Expenditure Framework			
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Vote 1 - Council & Executive	4	4	4	4	4	4	4	4	4	4	4	4	48	-	5
Vote 02 - Office Of The Municipal Manager	2	2	2	2	2	2	2	2	2	2	2	2	26		
Vote 2 - Budget & Treasury	585	585	585	585	585	585	585	585	585	585	585	585	7,024	-	-
Vote 3 - Corporate Services	422	422	422	422	422	422	422	422	422	422	422	422	5,063	400	_
Vote 4 - Planning & Development	2	2	2	2	2	2	2	2	2	2	2	2	18	-	-
Vote 5 - Project Management & Advisory Services													_	_	_
Total Capital Expenditure	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	12,179	400	5

4.3 Monthly projections: Revenue by source

The anticipated revenue for the 2021/22 financial year amounts to R 145,77m. The monthly projections for the 2020/21 financial year are as follow.

	July	August	September	October	November	December	January	February	March	April	May	June	Total
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Grants	11,423	11,423	11,423	11,423	11,423	11,423	11,423	11,423	11,423	11,423	11,423	11,423	137,078
Interest earned - external investments	596	596	596	596	596	596	596	596	596	596	596	596	7,150
Other	10	10	10	10	10	10	10	10	10	10	10	10	120
Rental of facilities and equipment	118	118	118	118	118	118	118	118	118	118	118	118	1,419
Total Revenue by Source	12,147	12,147	12,147	12,147	12,147	12,147	12,147	12,147	12,147	12,147	12,147	12,147	145,767

5. CONCLUSION

The SDBIP is a significant intervention tool in the strengthening of democratic governance in the local sphere of government. The SDBIP prescribes that the FBDM's annual targets be provided in order to assist with implementation and monitoring. Regular reviews would compare targets with actual outcomes and revise future targets as necessary.

The SDBIP monitoring of actual revenue targets and spending against the budget will be reported monthly in terms of section 71 of the MFMA. In terms of section 71 of the MFMA, the accounting officer must not later than ten days after the last working day of each month, submit to the Executive Mayor and the relevant provincial treasury a statement on the state of the municipalities' budget, reflecting the following:

- Actual revenue, per revenue source;
- Actual borrowings;
- Actual expenditure, per vote;
- Actual capital expenditure, per vote;
- The amount of any allocations received;

And explanation of:

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

The SDBIP therefore provides an excellent basis for the councilors of the FBDM to monitor the implementation of service delivery programmes and initiatives across the district. The score card in the SDBIP presents a clear mandate to councilors in terms of playing their oversight function. Regular reports are presented to the section 79 committees in terms of the commitments made in the departmental/unit operational plans.

Administratively, the SDBIP facilitates proper monitoring of performance by senior management and the municipal manager against set targets. The municipal manager's commitments as indicated in the score card will enable the Executive Mayor and the Mayoral Committee to monitor the progress of FBDM in terms of implementing programmes and initiatives in the district. Similarly, the municipal manager is being provided with a tool to ensure accountability for all the key performance indicators in the score card of the municipality.

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022						
SUBMITTED BY:		DATE:				
Municipal Manager						
municipal managei						
APPROVED BY:		DATE:				
Executive Mayor						



Frances Baard District Municipality (DC09) - Schedule of Service Delivery Standards

Prances Baard District Municipality (DC09) - Schedule of Service Delivery Standards	
Description Standard	Service Level
	Oct vice Level
Solid Waste Removal	
Premise based removal (Residential Frequency)	
Premise based removal (Business Frequency)	
Bulk Removal (Frequency)	
Removal Bags provided(Yes/No)	
Garden refuse removal Included (Yes/No)	
Street Cleaning Frequency in CBD	
Street Cleaning Frequency in areas excluding CBD	
How soon are public areas cleaned after events (24hours/48hours/longer)	
Clearing of illegal dumping (24hours/48hours/longer)	
Recycling or environmentally friendly practices(Yes/No)	
Licenced landfill site(Yes/No)	
Water Service	
Water Quality rating (Blue/Green/Brown/N0 drop)	
Is free water available to all? (All/only to the indigent consumers)	
Frequency of meter reading? (per month, per year)	
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)	
One service connection affected (number of hours)	
Up to 5 service connection affected (number of hours)	
Up to 20 service connection affected (number of hours)	
Feeder pipe larger than 800mm (number of hours)	
What is the average minimum water flow in your municipality?	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty water meters? (days)	
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	
Electricity Service	
What is your electricity availability percentage on average per month?	
Do your municipality have a ripple control in place that is operational? (Yes/No)	
How much do you estimate is the cost saving in utilizing the ripple control system?	
What is the frequency of meters being read? (per month, per year)	
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)	N/A
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)	
Are accounts normally calculated on actual readings? (Yes/no)	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty meters? (days)	
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	
How effective is the action plan in curbing line losses? (Good/Bad)	
How soon does the municipality provide a quotation to a customer upon a written request? (days)	
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days) How long does the municipality takes to provide electricity service for low voltage users where network extension is not required?	
(working days)	
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required?	
(working days)	
Sewerage Service	
Are your purification system effective enough to put water back in to the system after purification?	
To what extend do you subsidize your indigent consumers?	
How long does it take to restore sewerage breakages on average	
Severe overflow? (hours)	
Sewer blocked pipes: Large pipes? (Hours)	
Sewer blocked pipes: Small pipes? (Hours)	
Spillage clean-up? (hours)	
Replacement of manhole covers? (Hours)	
Road Infrastructure Services	
Time taken to repair a single pothole on a major road? (Hours)	
Time taken to repair a single pothole on a minor road? (Hours)	
Time taken to repair a road following an open trench service crossing? (Hours)	
Time taken to repair walkways? (Hours)	
Property valuations	
How long does it take on average from completion to the first account being issued? (one month/three months or longer)	
Do you have any special rating properties? (Yes/No)	
, , , , , , , , , , , , , , , , , , ,	

Description	
Standard	Service Level
Financial Management	
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	The UIFW has decreased over the years
Are the financial statement outsources? (Yes/No)	No
Are there Council adopted business process structuring the flow and management of documentation feeding to Trial Balance?	
How long does it take for a Tax Invoice to be paid from the date it has been received?	Within 30 days of Invoice
	There is a procurement plan in place, but it is only compiled annually after the budget has been approved and before the commencement of the new financial year.
Administration	
Reaction time on enquiries and requests?	
Time to respond to a verbal customer enquiry or request? (working days)	
Time to respond to a written customer enquiry or request? (working days)	
Time to resolve a customer enquiry or request? (working days)	
What percentage of calls are not answered? (5%,10% or more)	
How long does it take to respond to voice mails? (hours)	
Does the municipality have control over locked enquiries? (Yes/No)	
Is there a reduction in the number of complaints or not? (Yes/No)	
How long does in take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	
How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?	N/A
Community safety and licensing services	
How long does it take to register a vehicle? (minutes)	
How long does it take to renew a vehicle license? (minutes)	
How long does it take to issue a duplicate registration certificate vehicle? (minutes)	
How long does it take to de-register a vehicle? (minutes)	
How long does it take to renew a drivers license? (minutes)	
What is the average reaction time of the fire service to an incident? (minutes)	
What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)	
What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)	
Economic development	
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How many economic development programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?	8
What percentage of the projects have created sustainable job security?	20%
	Yes
Building control	
Approval of Building Plans	
Other Service delivery and communication	
Is a information package handed to the new customer? (Yes/No)	
Does the municipality have training or information sessions to inform the community? (Yes/No)	
Are customers treated in a professional and humanly manner? (Yes/No)	
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