

# **FRANCES BAARD DISTRICT MUNICIPALITY**



## **ANNUAL BUDGET**

**2021 / 2022**

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# ***MAYORAL BUDGET SPEECH***



**BUDGET SPEECH 2021 - 2022**  
**FRANCES BAARD DISTRICT MUNICIPALITY**

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**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; agro-processing; 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 scarce 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**

***BUDGET RELATED  
RESOLUTIONS***

**ITEM: COUN 01 05/2021**

**DEPARTMENT OF FINANCE:** *ANNUAL BUDGET FOR THE 2021/22 FINANCIAL YEAR*

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

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**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;**
- 5. 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**



# ***EXECUTIVE SUMMARY***

# 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 Durban 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 Km<sup>2</sup> 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 rendering 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 multi-media 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 managers 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](http://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 realise 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 Uprising 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 socio-economic 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 in-turn 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**

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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)***

**Goal: 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

**Goal: 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***

**Goal: 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

**Goal: 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.

**Goal: 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.

**Goal: 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; and
- To facilitate development of Brown and Green field development.

**Goal: 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

**Goal:** 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:**

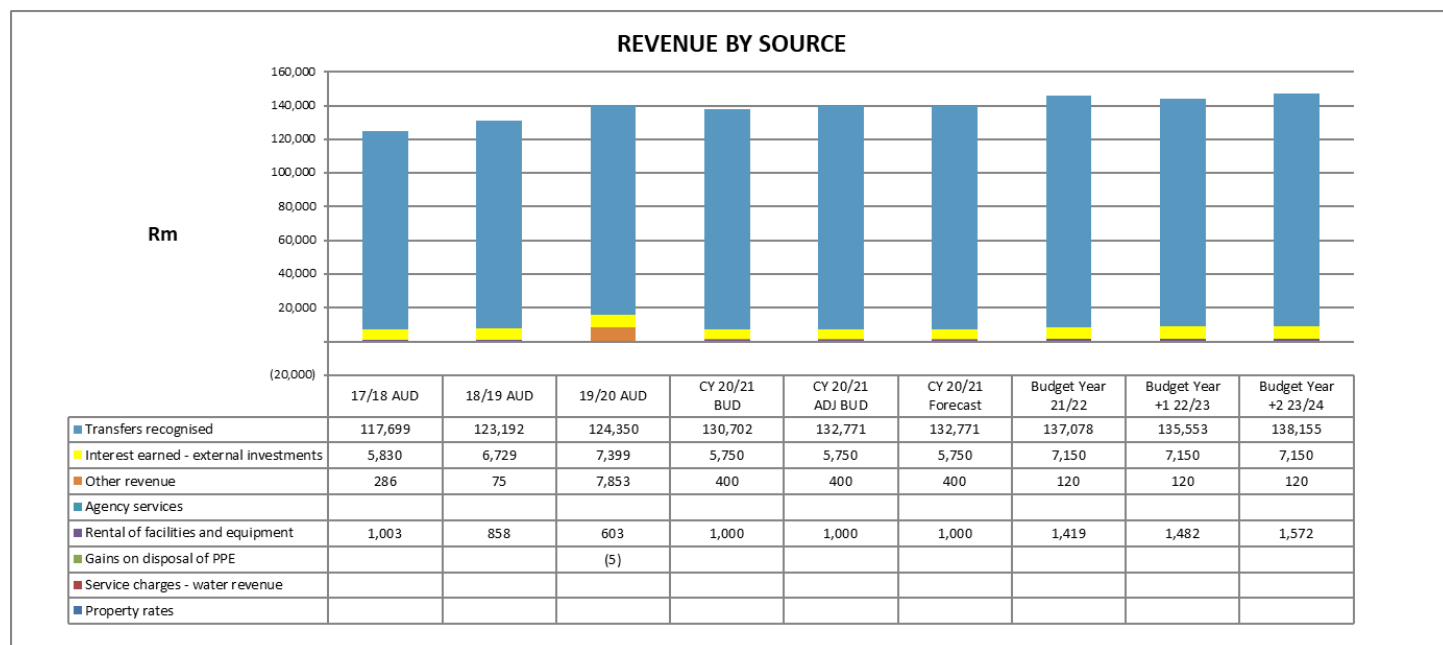
- Facilitation of effective and efficient system of budgeting and reporting, in compliance with applicable legislation;
- To provide an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation; and
- Provide an effective an efficient supply chain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

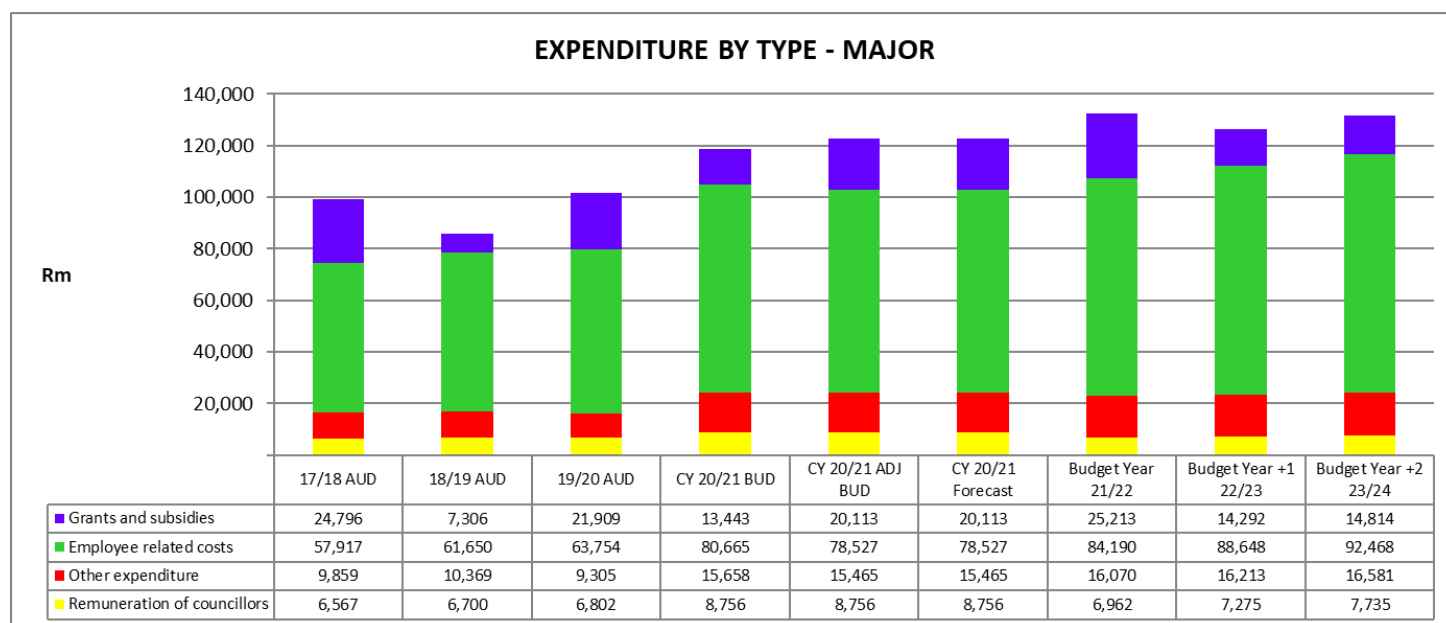


The main source of revenue is still operating grants from government which is 95% of the total revenue. The growth in income is limited to the the current inflation rate and an increase in the GDP that is expected to be 1.2%.

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

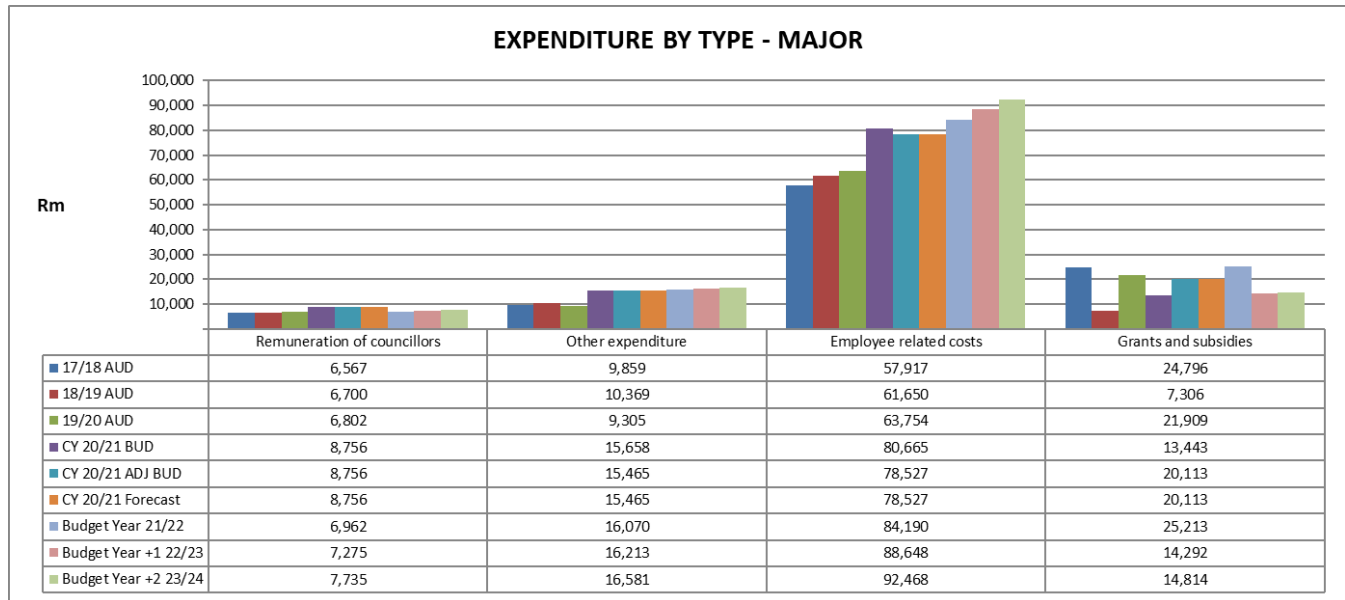
The following graph indicates the main categories of expenditure for the 2021/22 financial year:

#### Expenditure by Type – Major:



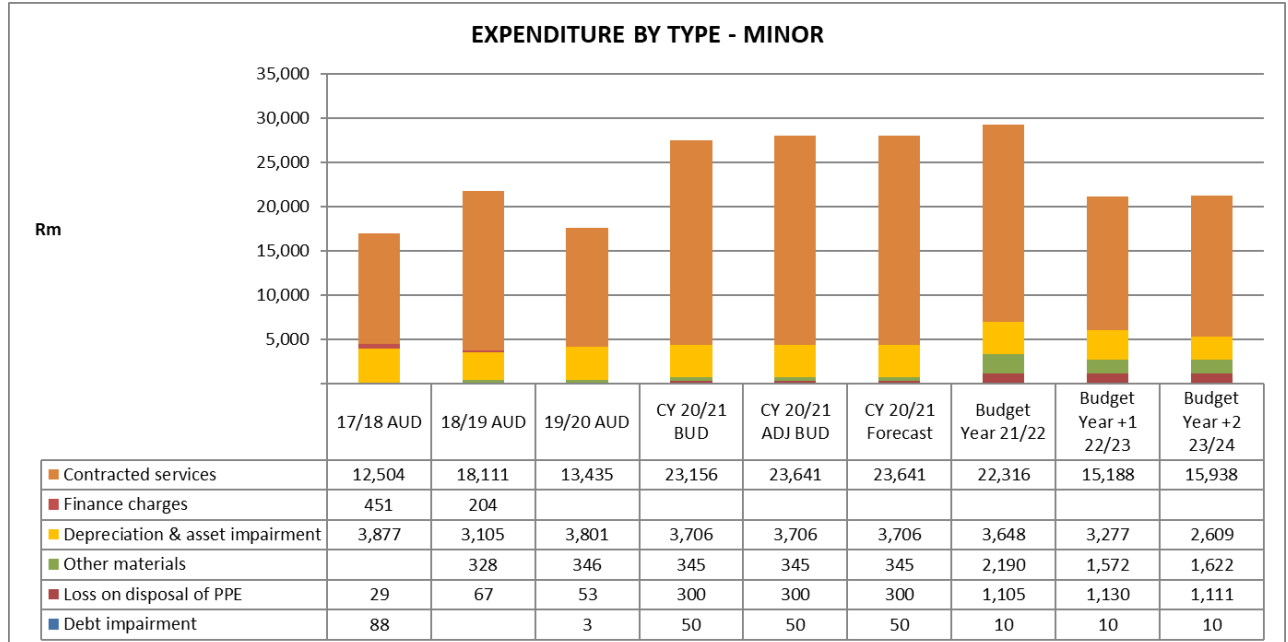
Graph clearly illustrates the increase trends in grants and subsidies of 59.07% for 21/22 as opposed to 20/21 financial year, this is due to an increase of the o&m and capital allocation to local municipalities.

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:

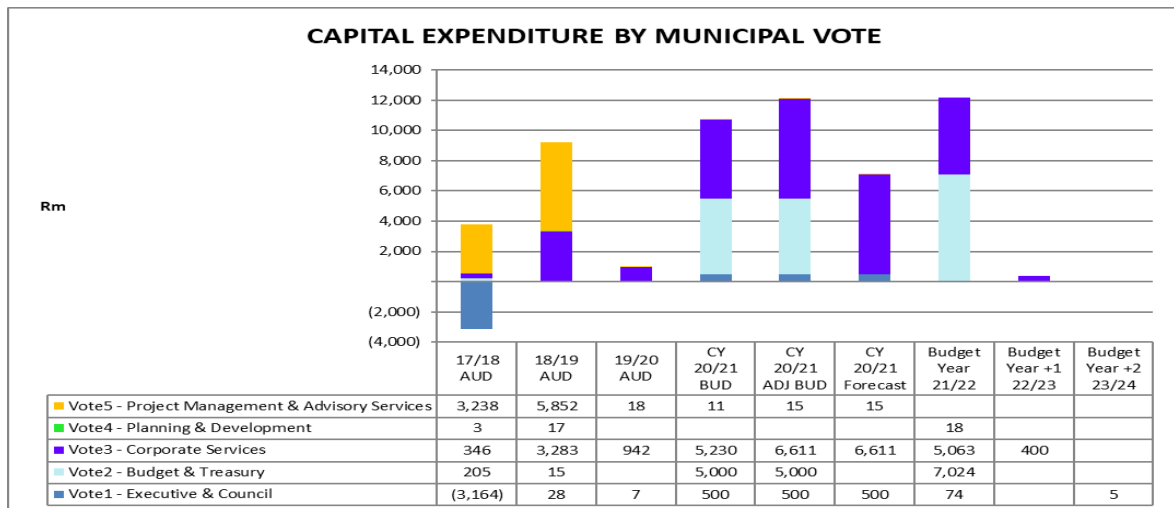
Expenditure relating to minor expenditure consists mainly of finance charges, depreciation & asset impairment, other materials, loss on disposal of PPE and Debt impairment.



### 8.6 Capital Expenditure – R12, 1m

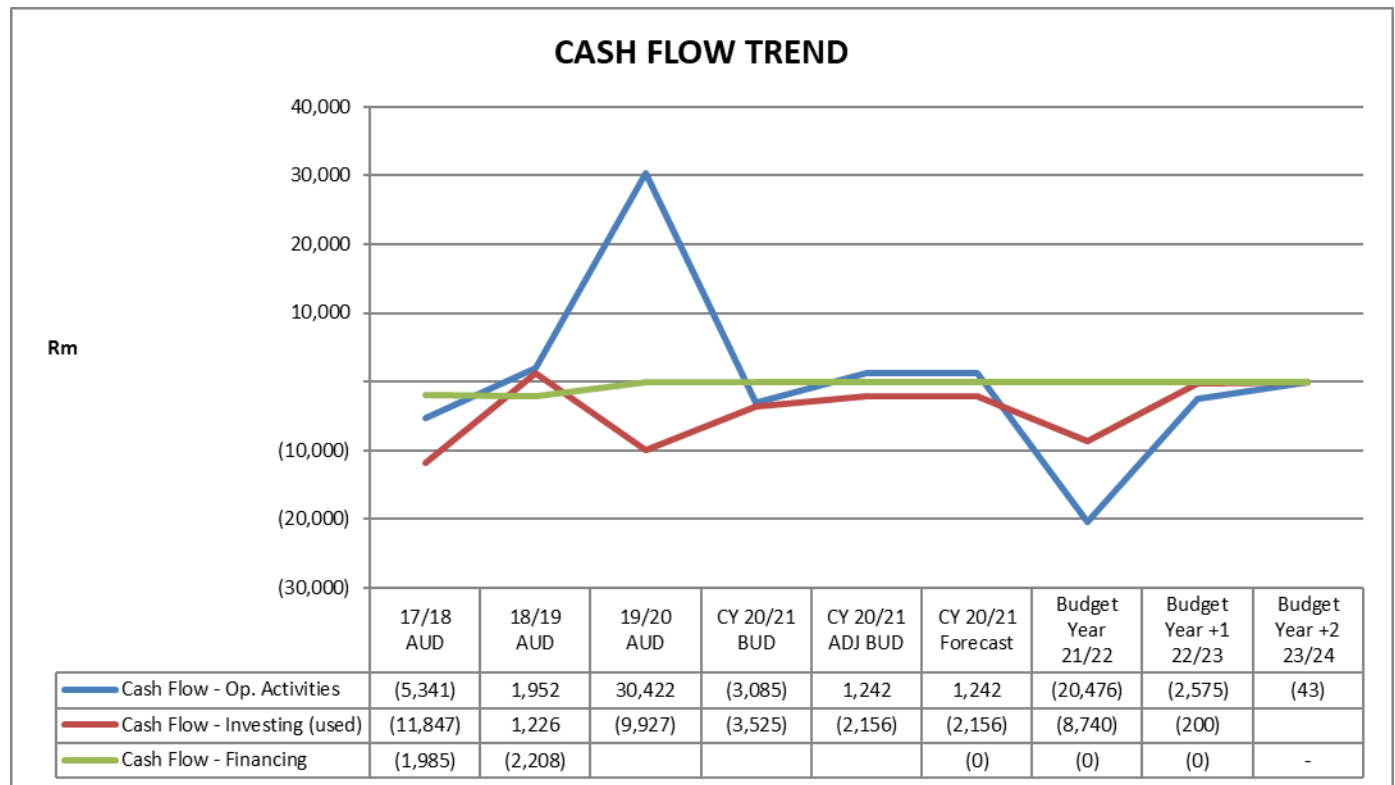
The capital needs of the municipality mainly consists of construction process of fire engine base in Jan Kempdorp, purchasing of the new financial system, replacement of vehicles and fixing of the council chamber roof.

### 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.

# ***QUALITY CERTIFICATE***

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

Municipal Manager of Frances Baard District Municipality (DC9)

Signature



Date

08 June 2021

# ***BUDGET TABLES***



### DC9 Frances Baard - Table A1 Budget Summary

| Description   | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|   | 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 |
| R thousands   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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 contributions)   | 124 818         | 130 853         | 140 200         | 137 852              | 139 921         | 139 921            | 134 512           | 144 548   | 143 023                | 145 625                |
| Employee costs  | 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                  |
| 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   | 22 480          | 28 547          | 22 795          | 39 164               | 39 456          | 39 456             | 18 270            | 39 502  | 32 541                 | 33 640                 |
| 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 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  | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| 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  | 58 161          | 64 217          | 60 571          | 70 197               | 73 583          | 73 583             | 57 762            | 68 929  | 66 568                 | 63 047                 |
| Total current liabilities   | 22 322          | 28 104          | 41 622          | 29 554               | 166 902         | 166 902            | 53 062            | 27 922  | 29 518                 | 31 255                 |
| Total non 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)             | (10 921)  | (400)                  | (5)                    |
| Net cash from (used) financing  | (1)             | 0               | (3)             | 3                    | –               | –                  | 2                 | 3   | –                      | –                      |
| Cash/cash equivalents at the year end   | 103 608         | 57 155          | 77 006          | 204 036              | 202 774         | 202 774            | 658 805           | (1 555)   | 16 577                 | 24 799                 |
| Cash backing/surplus reconciliation   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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)       | (441 520)   | (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  | 546             | 8 740           | 705             | 4 632                | 6 718           | 6 718              | 6 718             | 7 811   | –                      | 5                      |
| Repairs and Maintenance   | 3 071           | 3 591           | 4 823           | 8 776                | 8 704           | 8 704              | 8 704             | 6 468   | 6 763                  | 6 909                  |
| Free services   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Cost of Free Basic Services provided  | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| Revenue cost of free services provided  | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| Households below minimum service level  |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Water:  | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| Sanitation/sewerage:  | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| Energy:   | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| Refuse:   | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |

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

| Functional Classification Description      | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |     | 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                                 | 1   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Revenue - Functional</b>                |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <i>Governance and administration</i>       |     | 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                             |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <i>Community and public safety</i>         |     | 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                                     |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <i>Economic and environmental services</i> |     | 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              | –                    | –               | –                  | –   | –                      | –                      |
| <i>Trading services</i>                    |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Energy sources                             |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Water management                           |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Waste water management                     |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Waste management                           |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <i>Other</i>                               | 4   | 204             | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <b>Total Revenue - Functional</b>          | 2   | 124 818         | 133 374         | 140 200         | 137 852              | 139 921         | 139 921            | 144 548   | 143 023                | 145 625                |
| <b>Expenditure - Functional</b>            |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <i>Governance and administration</i>       |     | 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                  |
| <i>Community and public safety</i>         |     | 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                                     |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <i>Economic and environmental services</i> |     | 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                 |
| <i>Trading services</i>                    |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Energy sources                             |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Water management                           |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Waste water management                     |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Waste management                           |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <i>Other</i>                               | 4   | 3 671           | 3 242           | 2 487           | 3 782                | 2 843           | 2 843              | 3 834   | 3 371                  | 3 494                  |
| <b>Total Expenditure - Functional</b>      | 3   | 117 544         | 108 757         | 120 175         | 147 354              | 153 104         | 153 104            | 161 706   | 147 605                | 152 887                |
| <b>Surplus/(Deficit) for the year</b>      |     | 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)**

| Functional Classification Description                       | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 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 |
| 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       |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Finance and administration                                  |     | 111 605         | 124 177         | 136 888         | 131 652              | 133 221         | 133 221            | 136 636   | 140 061                | 142 660                |
| 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  |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| 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  |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Zoo'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   |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Informal Settlements  |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Health  |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Ambulance   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Health Services   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Laboratory Services   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Food Control  |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Health Surveillance and Prevention of Communicable Diseases |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Vector Control  |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Chemical Safety   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |

|   |        |         |         |         |         |         |         |         |         |         |
|---|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Economic and environmental services</b>                    | 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   |         |
| Billboards  |        |         |         |         |         |         |         |         |         |         |
| Corporate Wide Strategic Planning (IDPs, LEDs)                |        |         |         |         |         |         |         |         |         |         |
| 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  |        |         |         |         |         |         |         |         |         |         |
| Environmental protection                                      | -      | -       | 30      | -       | -       | -       | -       | -       | -       |         |
| Biodiversity and Landscape                                    |        |         |         |         |         |         |         |         |         |         |
| Coastal Protection  | -      | -       | 30      | -       | -       | -       | -       | -       | -       |         |
| Indigenous Forests  |        |         |         |         |         |         |         |         |         |         |
| Nature Conservation   |        |         |         |         |         |         |         |         |         |         |
| Pollution Control   |        |         |         |         |         |         |         |         |         |         |
| Soil Conservation   |        |         |         |         |         |         |         |         |         |         |
| <b>Trading services</b>                                       | -      | -       | -       | -       | -       | -       | -       | -       | -       |         |
| 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 Removal   |        |         |         |         |         |         |         |         |         |         |
| Street Cleaning   |        |         |         |         |         |         |         |         |         |         |
| <b>Other</b>  | 204    | -       | -       | -       | -       | -       | -       | -       | -       |         |
| Abattoirs   |        |         |         |         |         |         |         |         |         |         |
| Air Transport   |        |         |         |         |         |         |         |         |         |         |
| Forestry  |        |         |         |         |         |         |         |         |         |         |
| Licensing and Regulation                                      |        |         |         |         |         |         |         |         |         |         |
| Markets   |        |         |         |         |         |         |         |         |         |         |
| Tourism   | 204    | -       | -       | -       | -       | -       | -       | -       | -       |         |
| <b>Total Revenue - Functional</b>                             | 2      | 124 818 | 133 374 | 140 200 | 137 852 | 139 921 | 139 921 | 144 548 | 143 023 | 145 625 |

[illegible]

|   |   |         |         |         |         |          |          |          |         |         |
|---|---|---------|---------|---------|---------|----------|----------|----------|---------|---------|
| <b>Economic and environmental services</b>                    |   | 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  |
| Billboards  |   |         |         |         |         |          |          |          |         |         |
| Corporate Wide Strategic Planning (IDPs, LEDs)                |   | 39 442  | 28 014  | 38 080  | 39 351  | 45 369   | 45 369   | 51 554   | 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  |   |         |         |         |         |          |          |          |         |         |
| Environmental protection                                      |   | 3 815   | 3 913   | 6 095   | 9 927   | 11 080   | 11 080   | 11 474   | 11 435  | 12 208  |
| Biodiversity and Landscape                                    |   |         |         |         |         |          |          |          |         |         |
| Coastal Protection  |   | 3 815   | 3 913   | 6 095   | 9 927   | 11 080   | 11 080   | 11 474   | 11 435  | 12 208  |
| Indigenous Forests  |   |         |         |         |         |          |          |          |         |         |
| Nature Conservation   |   |         |         |         |         |          |          |          |         |         |
| Pollution Control   |   |         |         |         |         |          |          |          |         |         |
| Soil Conservation   |   |         |         |         |         |          |          |          |         |         |
| <b>Trading services</b>                                       |   | -       | -       | -       | -       | -        | -        | -        | -       | -       |
| 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 Removal   |   |         |         |         |         |          |          |          |         |         |
| Street Cleaning   |   |         |         |         |         |          |          |          |         |         |
| <b>Other</b>  |   | 3 671   | 3 242   | 2 487   | 3 782   | 2 843    | 2 843    | 3 834    | 3 371   | 3 494   |
| Abattoirs   |   |         |         |         |         |          |          |          |         |         |
| Air Transport   |   |         |         |         |         |          |          |          |         |         |
| Forestry  |   |         |         |         |         |          |          |          |         |         |
| Licensing and Regulation                                      |   |         |         |         |         |          |          |          |         |         |
| Markets   |   |         |         |         |         |          |          |          |         |         |
| Tourism   |   | 3 671   | 3 242   | 2 487   | 3 782   | 2 843    | 2 843    | 3 834    | 3 371   | 3 494   |
| <b>Total Expenditure - Functional</b>                         | 3 | 117 544 | 108 757 | 120 175 | 147 354 | 153 104  | 153 104  | 161 706  | 147 605 | 152 887 |
| <b>Surplus/(Deficit) for the year</b>                         |   | 7 274   | 24 617  | 20 025  | (9 501) | (13 183) | (13 183) | (17 158) | (4 582) | (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         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |     | 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 |
| <b>R thousand</b>                             |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Revenue by Vote</b>                        | 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                               |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <b>Total Revenue by Vote</b>                  | 2   | <b>124 818</b>  | <b>133 374</b>  | <b>140 200</b>  | <b>137 852</b>       | <b>139 921</b>  | <b>139 921</b>     | <b>144 548</b>                                      | <b>143 023</b>         | <b>145 625</b>         |
| <b>Expenditure by Vote to be appropriated</b> | 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                               |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| <b>Total Expenditure by Vote</b>              | 2   | <b>117 544</b>  | <b>108 757</b>  | <b>120 175</b>  | <b>147 354</b>       | <b>153 104</b>  | <b>153 104</b>     | <b>161 706</b>                                      | <b>147 605</b>         | <b>152 887</b>         |
| <b>Surplus/(Deficit) for the year</b>         | 2   | <b>7 274</b>    | <b>24 617</b>   | <b>20 025</b>   | <b>(9 501)</b>       | <b>(13 183)</b> | <b>(13 183)</b>    | <b>(17 158)</b>                                     | <b>(4 582)</b>         | <b>(7 262)</b>         |

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

| Vote Description                             | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |     | 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                                   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| 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               |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| 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               |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| 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                   |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| 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    |     | -               | 3 930           | -               | -                    | -               | -                  | -   | -                      | -                      |
| 06.2 - Project Management & Advisory Service |     | 11 750          | 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                | -   | -                      | -                      |
| 06.4 - Housing Administration                |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| 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

| Vote Description                             | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |     | 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                                   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| 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   | 4 844                  | 4 995                  |
| 02.7 - Youth Unit                            |     | 1 930           | 2 158           | 2 411           | 1 845                | 2 440           | 2 440              | 2 118   | 2 189                  | 2 266                  |
| 02.8 - Risk Unit                             |     | 950             | 878             | 1 038           | 1 085                | 1 133           | 1 133              | 1 179   | 1 253                  | 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                   |     | 6 505           | 4 148           | 3 919           | 6 743                | 5 725           | 5 725              | 6 801   | 6 998                  | 7 175                  |
| 03.2 - Revenue & Expenditure                 |     | 3 028           | 3 223           | 3 436           | 3 730                | 3 586           | 3 586              | 3 859   | 4 080                  | 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                               |     | 3 671           | 3 242           | 2 487           | 3 782                | 2 843           | 2 843              | 3 834   | 3 371                  | 3 494                  |
| 05.7 - Planning Unit - Idp                   |     | 1 093           | 1 389           | 1 603           | 2 067                | 2 121           | 2 121              | 2 324   | 2 126                  | 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           | 1 222           | 2 251                | 2 489           | 2 489              | 2 166   | 2 323                  | 2 432                  |
| 06.2 - Project Management & Advisory Service |     | 28 664          | 12 319          | 26 047          | 17 394               | 23 762          | 23 762             | 28 660  | 17 985                 | 18 217                 |
| 06.3 - Infrastructure Service - Roads Maint  |     | 813             | 777             | 716             | 897                  | 886             | 886                | -   | -                      | -                      |
| 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)

| Description  | Ref  | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |      | 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 |
| <b>R thousand</b>  | 1    |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Revenue By Source</b>   |      |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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)             | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Total Revenue (excluding capital transfers and contributions)</b>   |      | <b>124 818</b>  | <b>130 853</b>  | <b>140 200</b>  | <b>137 852</b>       | <b>139 921</b>  | <b>139 921</b>     | <b>134 512</b>    | <b>144 548</b>                                      | <b>143 023</b>         | <b>145 625</b>         |
| <b>Expenditure By Type</b>   |      |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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    | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Inventory consumed   | 8    | -               | 328             | 346             | 345                  | 345             | 345                | 231               | 2 190   | 1 572                  | 1 622                  |
| Contracted services  |      | 12 504          | 18 111          | 13 435          | 23 156               | 23 641          | 23 641             | 10 264            | 22 316  | 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   |      | 29              | 67              | 53              | 300                  | 300             | 300                | 60                | 1 105   | 1 130                  | 1 111                  |
| <b>Total Expenditure</b>   |      | <b>116 089</b>  | <b>107 839</b>  | <b>119 407</b>  | <b>146 080</b>       | <b>150 903</b>  | <b>150 903</b>     | <b>100 623</b>    | <b>161 706</b>                                      | <b>147 605</b>         | <b>152 887</b>         |
| <b>Surplus/(Deficit)</b>   |      | <b>8 729</b>    | <b>23 014</b>   | <b>20 793</b>   | <b>(8 228)</b>       | <b>(10 982)</b> | <b>(10 982)</b>    | <b>33 888</b>     | <b>(17 158)</b>                                     | <b>(4 582)</b>         | <b>(7 262)</b>         |
| 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 Corporations, Higher Educational Institutions) | 6    |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Transfers and subsidies - capital (in-kind - all)  |      |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>   |      | <b>8 729</b>    | <b>25 535</b>   | <b>20 793</b>   | <b>(8 228)</b>       | <b>(10 982)</b> | <b>(10 982)</b>    | <b>33 888</b>     | <b>(17 158)</b>                                     | <b>(4 582)</b>         | <b>(7 262)</b>         |
| Taxation   |      |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Surplus/(Deficit) after taxation</b>  |      | <b>8 729</b>    | <b>25 535</b>   | <b>20 793</b>   | <b>(8 228)</b>       | <b>(10 982)</b> | <b>(10 982)</b>    | <b>33 888</b>     | <b>(17 158)</b>                                     | <b>(4 582)</b>         | <b>(7 262)</b>         |
| Attributable to minorities   |      |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Surplus/(Deficit) attributable to municipality</b>  |      | <b>8 729</b>    | <b>25 535</b>   | <b>20 793</b>   | <b>(8 228)</b>       | <b>(10 982)</b> | <b>(10 982)</b>    | <b>33 888</b>     | <b>(17 158)</b>                                     | <b>(4 582)</b>         | <b>(7 262)</b>         |
| Share of surplus/ (deficit) of associate   | 7    |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Surplus/(Deficit) for the year</b>  |      | <b>8 729</b>    | <b>25 535</b>   | <b>20 793</b>   | <b>(8 228)</b>       | <b>(10 982)</b> | <b>(10 982)</b>    | <b>33 888</b>     | <b>(17 158)</b>                                     | <b>(4 582)</b>         | <b>(7 262)</b>         |

| Vote Description   | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |     | 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 |
| <b>R thousand</b>  | 1   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Capital expenditure - Vote</b>  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Multi-year expenditure to be appropriated</b>   | 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  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Capital multi-year expenditure sub-total</b>  | 7   | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Single-year expenditure to be appropriated</b>  | 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  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Capital single-year expenditure sub-total</b>   |     | 627             | 9 195           | 967             | 8 740                | 12 126          | 12 126             | 923               | 12 179  | 400                    | 5                      |
| <b>Total Capital Expenditure - Vote</b>  |     | 627             | 9 195           | 967             | 8 740                | 12 126          | 12 126             | 923               | 12 179  | 400                    | 5                      |
| <b>Capital Expenditure - Functional</b>  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Governance and administration</b>   |     | (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               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Community and public safety</b>   |     | 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   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Economic and environmental services</b>   |     | 3 243           | 5 898           | 18              | 261                  | 734             | 734                | 29                | 74  | -                      | -                      |
| Planning and development   |     | 3 241           | 5 853           | 18              | 11                   | 15              | 15                 | -                 | 14  | -                      | -                      |
| Road transport   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Environmental protection   |     | 2               | 45              | -               | 250                  | 719             | 719                | 29                | 61  | -                      | -                      |
| <b>Trading services</b>  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Energy sources   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Water management   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Waste water management   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Waste management   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Other</b>   |     | -               | 16              | -               | -                    | -               | -                  | -                 | 5   | -                      | -                      |
| <b>Total Capital Expenditure - Functional</b>  | 3   | 627             | 9 195           | 967             | 8 740                | 12 126          | 12 126             | 923               | 12 179  | 400                    | 5                      |
| <b>Funded by:</b>  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| National Government  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Provincial Government  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| District Municipality  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Transfers recognised - capital</b>  | 4   | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Borrowing</b>   | 6   | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Internally generated funds</b>  |     | -               | 9 192           | 967             | 8 740                | 12 126          | 12 126             | 923               | 12 179  | 400                    | 5                      |
| <b>Total Capital Funding</b>   | 7   | -               | 9 192           | 967             | 8 740                | 12 126          | 12 126             | 923               | 12 179  | 400                    | 5                      |

DC9 Frances Baard - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

[illegible]

|  |   |         |       |     |       |        |        |     |        |     |   |
|--|---|---------|-------|-----|-------|--------|--------|-----|--------|-----|---|
| Vote 08 -                                    |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Vote 09 -                                    |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Vote 10 -                                    |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Vote 11 -                                    |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Vote 12 -                                    |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Vote 13 -                                    |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Vote 14 -                                    |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Vote 15 - Other                              |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| Capital multi-year expenditure sub-total     |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| <b>Capital expenditure - Municipal Vote</b>  | 2 |         |       |     |       |        |        |     |        |     |   |
| <b>Single-year expenditure appropriation</b> |   |         |       |     |       |        |        |     |        |     |   |
| 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       |   | 30      | -     | -   | 500   | 500    | 500    | 333 | -      | -   | - |
| 02.7 - Youth Unit                            |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| 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               |   | 3       | 11    | -   | -     | -      | -      | -   | -      | -   | - |
| 03.5 - Council Motor Vehicle Pool            |   | -       | -     | -   | -     | -      | -      | -   | 2 000  | -   | - |
| Vote 04 - Administration                     |   | 346     | 3 283 | 942 | 5 230 | 6 611  | 6 611  | 590 | 5 063  | 400 | - |
| 04.1 - Administration Directorate            |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| 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             |   | 3       | 17    | -   | -     | -      | -      | -   | 18     | -   | - |
| 05.1 - Planning & Development Directorate    |   | -       | 1     | -   | -     | -      | -      | -   | -      | -   | - |
| 05.2 - Planning Unit - Pms Management        |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| 05.3 - Local Economic Development            |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| 05.4 - Planning Unit - Gis                   |   | 3       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| 05.5 - Planning Unit - Spacial Planning      |   | -       | -     | -   | -     | -      | -      | -   | 14     | -   | - |
| 05.6 - Tourism                               |   | -       | 16    | -   | -     | -      | -      | -   | 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  |   | -       | -     | 18  | -     | -      | -      | -   | -      | -   | - |
| 06.4 - Housing Administration                |   | -       | -     | -   | -     | -      | -      | -   | -      | -   | - |
| 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

| Description                              | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |     | 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 |
| R thousand                               |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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)               | (62 632)               |
| 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                        |     | 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                 |
| Non current liabilities                  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Borrowing                                |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| Provisions                               |     | 28 490          | 31 004          | 23 774          | 36 664               | 36 664          | 36 664             | 23 157            | 28 911  | 31 477                 | 34 043                 |
| Total non current liabilities            |     | 28 490          | 31 004          | 23 774          | 36 664               | 36 664          | 36 664             | 23 157            | 28 911  | 31 477                 | 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 Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |     | 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 |
| R thousand                                     |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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 |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| 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)  | (400)                  | (5)                    |
| 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                                       |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Repayment of borrowing                         |     |                 |                 |                 |                      |                 |                    |                   | –   | –                      | –                      |
| NET CASH FROM/(USED) FINANCING ACTIVITIES      |     | (1)             | 0               | (3)             | 3                    | –               | –                  | 2                 | 3   | –                      | –                      |
| NET INCREASE/ (DECREASE) IN CASH HELD          |     | 7 559           | 33              | (1 262)         | 130 090              | 128 828         | 128 828            | 658 805           | (9 925)   | 18 131                 | 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 Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |     | 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 |
| R thousand                                 |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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 |
| Debtors collection assumptions                |  |         |         |          |        |          |          |           |         |           |         |
| 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  |





|   |   |     |       |     |       |        |        |        |     |   |
|---|---|-----|-------|-----|-------|--------|--------|--------|-----|---|
| <b>Total Upgrading of Existing Assets</b>           | 6 | 546 | 8 740 | 705 | 1 572 | 1 658  | 1 658  | 729    | –   | 5 |
| <i>Roads Infrastructure</i>                         |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Storm water Infrastructure</i>                   |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Electrical Infrastructure</i>                    |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Water Supply Infrastructure</i>                  |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Sanitation Infrastructure</i>                    |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Solid Waste Infrastructure</i>                   |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Rail Infrastructure</i>                          |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Coastal Infrastructure</i>                       |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Information and Communication Infrastructure</i> |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Infrastructure</b>                               |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Community Facilities                                |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Sport and Recreation Facilities                     |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Community Assets</b>                             |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Heritage Assets</b>                              |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Revenue Generating                                  |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Non-revenue Generating                              |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Investment properties</b>                        |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Operational Buildings                               |   | –   | 5 394 | –   | 1 000 | 1 000  | 1 000  | –      | –   | – |
| Housing   |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Other Assets</b>                                 |   | –   | 5 394 | –   | 1 000 | 1 000  | 1 000  | –      | –   | – |
| <b>Biological or Cultivated Assets</b>              |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Servitudes  |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Licences and Rights                                 |   | 149 | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Intangible Assets</b>                            |   | 149 | –     | –   | –     | –      | –      | –      | –   | – |
| Computer Equipment                                  |   | 196 | 636   | 621 | 30    | 130    | 130    | 98     | –   | – |
| 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            |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Total Capital Expenditure</b>                    | 4 | 627 | 9 195 | 967 | 8 740 | 12 126 | 12 126 | 12 179 | 400 | 5 |
| <i>Roads Infrastructure</i>                         |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Storm water Infrastructure</i>                   |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Electrical Infrastructure</i>                    |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Water Supply Infrastructure</i>                  |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Sanitation Infrastructure</i>                    |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Solid Waste Infrastructure</i>                   |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Rail Infrastructure</i>                          |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Coastal Infrastructure</i>                       |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <i>Information and Communication Infrastructure</i> |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Infrastructure</b>                               |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Community Facilities                                |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Sport and Recreation Facilities                     |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Community Assets</b>                             |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Heritage Assets</b>                              |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Revenue Generating                                  |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Non-revenue Generating                              |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Investment properties</b>                        |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Operational Buildings                               |   | –   | 5 394 | –   | 3 365 | 4 065  | 4 065  | 3 065  | –   | – |
| Housing   |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>Other Assets</b>                                 |   | –   | 5 394 | –   | 3 365 | 4 065  | 4 065  | 3 065  | –   | – |
| <b>Biological or Cultivated Assets</b>              |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Servitudes  |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Licences and Rights                                 |   | 149 | –     | –   | 3 000 | 5 000  | 5 000  | 5 000  | –   | – |
| <b>Intangible Assets</b>                            |   | 149 | –     | –   | 3 000 | 5 000  | 5 000  | 5 000  | –   | – |
| Computer Equipment                                  |   | 276 | 636   | 791 | 1 140 | 1 390  | 1 390  | 970    | –   | – |
| Furniture and Office Equipment                      |   | 81  | 1 256 | 69  | 558   | 549    | 549    | 129    | –   | 5 |
| Machinery and Equipment                             |   | 120 | 129   | 107 | 678   | 1 122  | 1 122  | 1 015  | 400 | – |
| Transport Assets                                    |   | –   | 1 780 | –   | –     | –      | –      | 2 000  | –   | – |
| Land  |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| Zoo's, Marine and Non-biological Animals            |   | –   | –     | –   | –     | –      | –      | –      | –   | – |
| <b>TOTAL CAPITAL EXPENDITURE - Asset class</b>      |   | 627 | 9 195 | 967 | 8 740 | 12 126 | 12 126 | 12 179 | 400 | 5 |

|   |   |        |        |        |         |         |         |        |        |        |
|---|---|--------|--------|--------|---------|---------|---------|--------|--------|--------|
| <b>ASSET REGISTER SUMMARY - PPE (WDV)</b>                           | 5 | 39 967 | 41 896 | 40 643 | 47 877  | 51 263  | 51 263  | 60 412 | 58 051 | 54 530 |
| <i>Roads Infrastructure</i>   |   |        |        |        |         |         |         |        |        |        |
| <i>Storm water Infrastructure</i>                                   |   |        |        |        |         |         |         |        |        |        |
| <i>Electrical Infrastructure</i>                                    |   |        |        |        |         |         |         |        |        |        |
| <i>Water Supply Infrastructure</i>                                  |   |        |        |        |         |         |         |        |        |        |
| <i>Sanitation Infrastructure</i>                                    |   |        |        |        |         |         |         |        |        |        |
| <i>Solid Waste Infrastructure</i>                                   |   |        |        |        |         |         |         |        |        |        |
| <i>Rail Infrastructure</i>  |   |        |        |        |         |         |         |        |        |        |
| <i>Coastal Infrastructure</i>                                       |   |        |        |        |         |         |         |        |        |        |
| <i>Information and Communication Infrastructure</i>                 |   |        |        |        |         |         |         |        |        |        |
| <b>Infrastructure</b>   |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <b>Community Assets</b>   |   | 171    | (57)   | 58     | (5 338) | (5 338) | (5 338) | 21     | (20)   | (33)   |
| <b>Heritage Assets</b>  |   | 631    | 631    | 631    | 631     | 631     | 631     | 631    | 631    | 631    |
| <b>Investment properties</b>  |   | –      | (14)   | 558    | 572     | 572     | 572     | 530    | 516    | 502    |
| <b>Other Assets</b>   |   | 27 624 | 26 856 | 22 459 | 31 644  | 32 344  | 32 344  | 36 612 | 35 593 | 34 573 |
| <b>Biological or Cultivated Assets</b>                              |   |        |        |        |         |         |         |        |        |        |
| <b>Intangible Assets</b>  |   | 580    | 413    | 297    | 3 223   | 5 223   | 5 223   | 4 887  | 4 847  | 4 817  |
| <b>Computer Equipment</b>   |   | 1 273  | 1 468  | 1 725  | 2 374   | 2 624   | 2 624   | 1 633  | 1 736  | 1 578  |
| <b>Furniture and Office Equipment</b>                               |   | 1 076  | 1 515  | 1 606  | 1 787   | 1 778   | 1 778   | 1 891  | 1 632  | 1 900  |
| <b>Machinery and Equipment</b>                                      |   | 1 062  | 4 646  | 4 038  | 4 934   | 5 379   | 5 379   | 3 796  | 2 897  | 455    |
| <b>Transport Assets</b>   |   | 3 378  | 2 263  | 1 315  | (65)    | (65)    | (65)    | 2 456  | 2 263  | 2 152  |
| <b>Land</b>   |   | 4 172  | 4 175  | 7 955  | 8 114   | 8 114   | 8 114   | 7 955  | 7 955  | 7 955  |
| <b>Zoo's, Marine and Non-biological Animals</b>                     |   |        |        |        |         |         |         |        |        |        |
| <b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>                     | 5 | 39 967 | 41 896 | 40 643 | 47 877  | 51 263  | 51 263  | 60 412 | 58 051 | 54 530 |
| <b>EXPENDITURE OTHER ITEMS</b>                                      |   | 6 948  | 6 696  | 8 624  | 12 482  | 12 410  | 12 410  | 10 116 | 10 039 | 9 518  |
| <u>Depreciation</u>   | 7 | 3 877  | 3 105  | 3 801  | 3 706   | 3 706   | 3 706   | 3 648  | 3 277  | 2 609  |
| <u>Repairs and Maintenance by Asset Class</u>                       | 3 | 3 071  | 3 591  | 4 823  | 8 776   | 8 704   | 8 704   | 6 468  | 6 763  | 6 909  |
| <i>Roads Infrastructure</i>   |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Storm water Infrastructure</i>                                   |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Electrical Infrastructure</i>                                    |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Water Supply Infrastructure</i>                                  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Sanitation Infrastructure</i>                                    |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Solid Waste Infrastructure</i>                                   |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Rail Infrastructure</i>  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Coastal Infrastructure</i>                                       |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <i>Information and Communication Infrastructure</i>                 |   | 38     | 53     | 15     | 90      | 40      | 40      | 40     | 42     | 45     |
| <b>Infrastructure</b>   |   | 38     | 53     | 15     | 90      | 40      | 40      | 40     | 42     | 45     |
| Community Facilities  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| Sport and Recreation Facilities                                     |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <b>Community Assets</b>   |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <b>Heritage Assets</b>  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| Revenue Generating  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| Non-revenue Generating  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <b>Investment properties</b>  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| Operational Buildings   |   | 330    | 568    | 1 679  | 3 135   | 3 055   | 3 055   | 3 079  | 3 231  | 3 255  |
| Housing   |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <b>Other Assets</b>   |   | 330    | 568    | 1 679  | 3 135   | 3 055   | 3 055   | 3 079  | 3 231  | 3 255  |
| <b>Biological or Cultivated Assets</b>                              |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| Servitudes  |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| Licences and Rights   |   | 1 940  | 2 086  | 2 268  | 4 400   | 4 400   | 4 400   | 2 541  | 2 645  | 2 736  |
| <b>Intangible Assets</b>  |   | 1 940  | 2 086  | 2 268  | 4 400   | 4 400   | 4 400   | 2 541  | 2 645  | 2 736  |
| <b>Computer Equipment</b>   |   | 19     | 6      | 4      | 20      | 20      | 20      | 20     | 20     | 20     |
| <b>Furniture and Office Equipment</b>                               |   | 423    | 400    | 409    | 549     | 589     | 589     | 499    | 520    | 538    |
| <b>Machinery and Equipment</b>                                      |   | 274    | 253    | 332    | 356     | 374     | 374     | 260    | 272    | 283    |
| <b>Transport Assets</b>   |   | 48     | 224    | 117    | 225     | 225     | 225     | 30     | 32     | 33     |
| <b>Land</b>   |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <b>Zoo's, Marine and Non-biological Animals</b>                     |   | –      | –      | –      | –       | –       | –       | –      | –      | –      |
| <b>TOTAL EXPENDITURE OTHER ITEMS</b>                                |   | 6 948  | 6 696  | 8 624  | 12 482  | 12 410  | 12 410  | 10 116 | 10 039 | 9 518  |
| <i>Renewal and upgrading of Existing Assets as % of total capex</i> |   | 87,1%  | 95,1%  | 73,0%  | 53,0%   | 55,4%   | 55,4%   | 64,1%  | 0,0%   | 100,0% |
| <i>Renewal and upgrading of Existing Assets as % of deprecn</i>     |   | 14,1%  | 281,5% | 18,6%  | 125,0%  | 181,3%  | 181,3%  | 214,1% | 0,0%   | 0,2%   |
| <i>R&amp;M as a % of PPE</i>  |   | 6,2%   | 6,5%   | 9,1%   | 15,1%   | 14,6%   | 14,6%   | 11,4%  | 12,5%  | 13,6%  |
| <i>Renewal and upgrading and R&amp;M as a % of PPE</i>              |   | 9,0%   | 29,0%  | 14,0%  | 28,0%   | 30,0%   | 30,0%   | 24,0%  | 12,0%  | 13,0%  |

| Description   | Ref | 2017/18 | 2018/19 | 2019/20 | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----|---------|---------|---------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |     | Outcome | Outcome | Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2021/22                                 | Budget Year +1 2022/23 | Budget Year +2 2023/24 |
| <b>Household service targets</b>  | 1   |         |         |         |                      |                 |                    |   |                        |                        |
| <b><u>Water:</u></b>  |     |         |         |         |                      |                 |                    |   |                        |                        |
| 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)                                   | 4   | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Minimum Service Level and Above sub-total</i>                                  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Using public tap (< min.service level)  | 3   | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Other water supply (< min.service level)  | 4   | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| No water supply   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Below Minimum Service Level sub-total</i>                                      |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b><u>Sanitation/sewerage:</u></b>  |     |         |         |         |                      |                 |                    |   |                        |                        |
| Flush toilet (connected to sewerage)  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Flush toilet (with septic tank)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Chemical toilet   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Pit toilet (ventilated)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Other toilet provisions (> min.service level)                                     |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Minimum Service Level and Above sub-total</i>                                  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Bucket toilet   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Other toilet provisions (< min.service level)                                     |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| No toilet provisions  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Below Minimum Service Level sub-total</i>                                      |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b><u>Energy:</u></b>   |     |         |         |         |                      |                 |                    |   |                        |                        |
| Electricity (at least min.service level)  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Electricity - prepaid (min.service level)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Minimum Service Level and Above sub-total</i>                                  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Electricity (< min.service level)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Electricity - prepaid (< min. service level)                                      |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Other energy sources  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Below Minimum Service Level sub-total</i>                                      |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b><u>Refuse:</u></b>   |     |         |         |         |                      |                 |                    |   |                        |                        |
| Removed at least once a week  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Minimum Service Level and Above sub-total</i>                                  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Removed less frequently than once a week  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Using communal refuse dump  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Using own refuse dump   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| Other rubbish disposal  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| No rubbish disposal   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <i>Below Minimum Service Level sub-total</i>                                      |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Households receiving Free Basic Service</b>                                    | 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)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>          | 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)                              |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b> |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Total cost of FBS provided</b>   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      |                        |
| <b>Highest level of free service provided per household</b>                       |     |         |         |         |                      |                 |                    |   |                        |                        |
| 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)  |     |         |         |         |                      |                 |                    |   |                        |                        |
| <b>Revenue cost of subsidised services provided (R'000)</b>                       | 9   |         |         |         |                      |                 |                    |   |                        |                        |

| Description   | Ref | 2017/18 | 2018/19 | 2019/20 | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----|---------|---------|---------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |     | Outcome | Outcome | Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2021/22                                 | Budget Year +1 2022/23 | Budget Year +2 2023/24 |
| <b>Household service targets</b>  | 1   |         |         |         |                      |                 |                    |   |                        |                        |
| <b><u>Water:</u></b>  |     |         |         |         |                      |                 |                    |   |                        |                        |
| 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)   | 4   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Minimum Service Level and Above sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Using public tap (< min.service level)  | 3   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Other water supply (< min.service level)  | 4   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| No water supply   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Below Minimum Service Level sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b><u>Sanitation/sewerage:</u></b>  |     |         |         |         |                      |                 |                    |   |                        |                        |
| Flush toilet (connected to sewerage)  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Flush toilet (with septic tank)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Chemical toilet   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Pit toilet (ventilated)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Other toilet provisions (> min.service level)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Minimum Service Level and Above sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Bucket toilet   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Other toilet provisions (< min.service level)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| No toilet provisions  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Below Minimum Service Level sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b><u>Energy:</u></b>   |     |         |         |         |                      |                 |                    |   |                        |                        |
| Electricity (at least min.service level)  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Electricity - prepaid (min.service level)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Minimum Service Level and Above sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Electricity (< min.service level)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Electricity - prepaid (< min. service level)  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Other energy sources  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Below Minimum Service Level sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b><u>Refuse:</u></b>   |     |         |         |         |                      |                 |                    |   |                        |                        |
| Removed at least once a week  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Minimum Service Level and Above sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Removed less frequently than once a week  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Using communal refuse dump  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Using own refuse dump   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| Other rubbish disposal  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| No rubbish disposal   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <i>Below Minimum Service Level sub-total</i>  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Total number of households</b>   | 5   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Households receiving Free Basic Service</b>  | 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)   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>                                    | 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)  |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>                           |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Total cost of FBS provided</b>   |     | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |
| <b>Highest level of free service provided per household</b>   |     |         |         |         |                      |                 |                    |   |                        |                        |
| 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)  |     |         |         |         |                      |                 |                    |   |                        |                        |
| <b>Revenue cost of subsidised services provided (R'000)</b>   | 9   |         |         |         |                      |                 |                    |   |                        |                        |
| Property rates (tariff adjustment) ( impermissible values per section 17 of MPRA)                           |     |         |         |         |                      |                 |                    |   |                        |                        |
| Property rates exemptions, reductions and rebates and impermissible 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   |     |         |         |         |                      |                 |                    |   |                        |                        |
| <b>Total revenue cost of subsidised services provided</b>   | 6   | -       | -       | -       | -                    | -               | -                  | -   | -                      | -                      |

***OTHER RELATED SUPPORTING  
DOCUMENTATION***

DC9 Frances Baard - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

| Description   | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|   |     | 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 |
| <b>R thousand</b>   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>REVENUE ITEMS:</b>   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Property rates</b>   | 6   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Total Property Rates  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA) |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Net Property Rates  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Service charges - electricity revenue</b>  | 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   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Service charges - water revenue</b>  | 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   |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Service charges - sanitation revenue</b>   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Service charges - refuse revenue</b>   | 6   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Total refuse removal revenue  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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  |     | -               | -               | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Other Revenue by source</b>  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Fuel Levy   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Other Revenue   |     | 286             | 75              | 7 853           | 400                  | 400             | 400                | 215               | 120   | 120                    | 120                    |
| Total 'Other' Revenue   | 1   | 286             | 75              | 7 853           | 400                  | 400             | 400                | 215               | 120   | 120                    | 120                    |
| <b>EXPENDITURE ITEMS:</b>   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Employee related costs</b>   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Basic Salaries and Wages  | 2   | 40 232          | 41 074          | 43 795          | 53 946               | 51 273          | 51 273             | 44 052            | 56 959  | 60 658                 | 63 627                 |
| Pension and UIF Contributions   |     | 5 853           | 5 352           | 5 706           | 7 261                | 7 005           | 7 005              | 5 786             | 7 738   | 8 278                  | 8 686                  |
| Medical Aid Contributions   |     | 1 810           | 2 406           | 2 330           | 2 396                | 2 405           | 2 405              | 2 308             | 2 402   | 2 402                  | 2 402                  |
| Overtime  |     | 196             | 211             | 189             | 639                  | 639             | 639                | 185               | 658   | 419                    | 419                    |
| Performance Bonus   |     | 2 987           | 3 063           | 2 936           | 4 108                | 3 866           | 3 866              | 2 980             | 4 323   | 4 594                  | 4 801                  |
| Motor Vehicle Allowance   |     | 3 652           | 3 204           | 2 955           | 3 530                | 4 590           | 4 590              | 2 856             | 4 938   | 4 938                  | 4 938                  |
| Cellphone Allowance   |     | 205             | 268             | 291             | 314                  | 375             | 375                | 305               | 445   | 445                    | 445                    |
| Housing Allowances  |     | 371             | 431             | 435             | 424                  | 451             | 451                | 433               | 433   | 433                    | 433                    |
| Other benefits and allowances   |     | 1 279           | 457             | 493             | 2 465                | 578             | 578                | 561               | 637   | 681                    | 714                    |
| Payments in lieu of leave   |     | 736             | 1 382           | 1 689           | 1 210                | 2 841           | 2 841              | 2 421             | 2 619   | 2 796                  | 2 938                  |
| Long service awards   |     | 291             | (16)            | 20              | 355                  | 355             | 355                | -                 | -   | -                      | -                      |
| Post-retirement benefit obligations   |     | 305             | 3 818           | 2 914           | 4 016                | 4 149           | 4 149              | 1 113             | 3 039   | 3 006                  | 3 066                  |
| <b>sub-total</b>  | 5   | 57 917          | 61 650          | 63 754          | 80 665               | 78 527          | 78 527             | 63 001            | 84 190  | 88 648                 | 92 468                 |
| Less: Employees costs capitalised to PPE  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Total Employee related costs</b>   | 1   | 57 917          | 61 650          | 63 754          | 80 665               | 78 527          | 78 527             | 63 001            | 84 190  | 88 648                 | 92 468                 |

|  |   |               |               |               |               |               |               |               |               |               |               |
|--|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Depreciation &amp; asset impairment</b>           |   |               |               |               |               |               |               |               |               |               |               |
| 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                             |   | –             | –             | –             | –             | –             | –             | –             | –             | –             | –             |
| <b>Total Depreciation &amp; asset impairment</b>     | 1 | <b>3 877</b>  | <b>3 105</b>  | <b>3 801</b>  | <b>3 706</b>  | <b>3 706</b>  | <b>3 706</b>  | <b>3 615</b>  | <b>3 648</b>  | <b>3 277</b>  | <b>2 609</b>  |
| <b>Bulk purchases - electricity</b>                  |   |               |               |               |               |               |               |               |               |               |               |
| Electricity bulk purchases                           |   |               |               |               |               |               |               |               |               |               |               |
| <b>Total bulk purchases</b>                          | 1 | <b>–</b>      | <b>–</b>      | <b>–</b>      | <b>–</b>      | <b>–</b>      | <b>–</b>      | <b>–</b>      | <b>–</b>      | <b>–</b>      | <b>–</b>      |
| <b>Transfers and grants</b>                          |   |               |               |               |               |               |               |               |               |               |               |
| 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        |
| <b>Total transfers and grants</b>                    | 1 | <b>24 796</b> | <b>7 306</b>  | <b>21 909</b> | <b>13 443</b> | <b>20 113</b> | <b>20 113</b> | <b>9 104</b>  | <b>25 213</b> | <b>14 292</b> | <b>14 814</b> |
| <b>Contracted services</b>                           |   |               |               |               |               |               |               |               |               |               |               |
| 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  |   | 1 879         | 2 614         | 3 192         | 7 170         | 7 713         | 7 713         | 2 756         | 11 189        | 6 320         | 6 391         |
| <b>Total contracted services</b>                     |   | <b>12 504</b> | <b>18 111</b> | <b>13 435</b> | <b>23 156</b> | <b>23 641</b> | <b>23 641</b> | <b>10 264</b> | <b>22 316</b> | <b>15 188</b> | <b>15 938</b> |
| <b>Other Expenditure By Type</b>                     |   |               |               |               |               |               |               |               |               |               |               |
| 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        |
| <b>Total 'Other' Expenditure</b>                     | 1 | <b>9 859</b>  | <b>10 369</b> | <b>9 305</b>  | <b>15 658</b> | <b>15 465</b> | <b>15 465</b> | <b>7 934</b>  | <b>16 070</b> | <b>16 213</b> | <b>16 581</b> |
|  |   |               |               |               |               |               |               |               |               |               |               |
| <b>by Expenditure Item</b>                           |   | 8             |               |               |               |               |               |               |               |               |               |
| Employee related costs                               |   |               |               |               |               |               |               |               |               |               |               |
| Inventory Consumed (Project Maintenance)             |   | –             | 4             | –             | 5             | 5             | 5             | –             | 5             | 5             | 5             |
| Contracted Services                                  |   | 3 064         | 3 573         | 4 812         | 8 766         | 8 694         | 8 694         | 4 348         | 6 458         | 6 752         | 6 898         |
| Other Expenditure                                    |   | 7             | 11            | 11            | –             | –             | –             | –             | –             | –             | –             |
| <b>Total Repairs and Maintenance Expenditure</b>     | 9 | <b>3 071</b>  | <b>3 588</b>  | <b>4 823</b>  | <b>8 771</b>  | <b>8 699</b>  | <b>8 699</b>  | <b>4 348</b>  | <b>6 463</b>  | <b>6 757</b>  | <b>6 904</b>  |
|  |   |               |               |               |               |               |               |               |               |               |               |
| <b>Inventory Consumed</b>                            |   |               |               |               |               |               |               |               |               |               |               |
| Inventory Consumed - Water                           |   | –             | –             | –             | –             | –             | –             | –             | –             | –             | –             |
| Inventory Consumed - Other                           |   | –             | 328           | 346           | 345           | 345           | 345           | 231           | 2 190         | 1 572         | 1 622         |
| <b>Total Inventory Consumed &amp; Other Material</b> |   | <b>–</b>      | <b>328</b>    | <b>346</b>    | <b>345</b>    | <b>345</b>    | <b>345</b>    | <b>231</b>    | <b>2 190</b>  | <b>1 572</b>  | <b>1 622</b>  |

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

| DCS Frances Baard - Supporting Table SA2: matrix Financial Performance Budget (revenue source expenditure type and dept.)  |     |                               |   |                                    |                          |                                  |                                   |           |           |           |           |           |           |           |           |                 |          |
|--|-----|-------------------------------|---|------------------------------------|--------------------------|----------------------------------|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------|----------|
| 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   | 1   |                               |   |                                    |                          |                                  |                                   |           |           |           |           |           |           |           |           |                 |          |
| 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   |     | -                             | -   | 200                                | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | 200      |
| Interest earned - external investments   |     | -                             | -   | 7 150                              | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | 7 150    |
| Interest earned - outstanding debtors  |     | -                             | -   | -                                  | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | -        |
| Dividends received   |     | -                             | -   | -                                  | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | -        |
| Fines, penalties and forfeits  |     | -                             | -   | -                                  | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | -        |
| Licences and permits   |     | -                             | -   | -                                  | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | -        |
| Agency services  |     | -                             | -   | -                                  | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | -        |
| Other revenue  |     | -                             | -   | 120                                | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | 120      |
| Transfers and subsidies  |     | -                             | -   | 129 166                            | 259                      | 4 000                            | 3 653                             | -         | -         | -         | -         | -         | -         | -         | -         | -               | 137 078  |
| Gains  |     | -                             | -   | -                                  | -                        | -                                | -                                 | -         | -         | -         | -         | -         | -         | -         | -         | -               | -        |
| Total Revenue (excluding capital transfers and contribution)   |     | -                             | -   | 136 636                            | 259                      | 4 000                            | 3 653                             | -         | -         | -         | -         | -         | -         | -         | -         | -               | 144 548  |
| 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)  |     |                               |   |                                    |                          |                                  |                                   |           |           |           |           |           |           |           |           |                 | -        |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) |     |                               |   |                                    |                          |                                  |                                   |           |           |           |           |           |           |           |           |                 | -        |
| Transfers and subsidies - capital (in-kind - all)  |     |                               |   |                                    |                          |                                  |                                   |           |           |           |           |           |           |           |           |                 | -        |
| Surplus/(Deficit) after capital transfers & contributions  |     | (10 976)                      | (19 397)                                  | 111 802                            | (46 773)                 | (20 452)                         | (31 362)                          | -         | -         | -         | -         | -         | -         | -         | -         | -               | (17 158) |



DC9 Frances Baard - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

| Description  | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |     | 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 |
| R thousand   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| ASSETS   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Consumer debtors   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Consumer debtors   |     | 950             | 1 963           | 2 733           | 12                   | 12              | 12                 | 4 380             | 2 731   | 2 731                  | 2 731                  |
| Less: Provision for debt impairment                              |     | (88)            | (155)           | (88)            | --                   | --              | --                 | (88)              | (88)  | (108)                  | (118)                  |
| Total Consumer debtors   | 2   | 862             | 1 813           | 2 644           | 12                   | 12              | 12                 | 4 292             | 2 643   | 2 623                  | 2 613                  |
| Debt impairment provision  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Balance at the beginning of the year                             |     | --              | (88)            | (88)            | (91)                 | (91)            | (91)               | (88)              | (88)  | (96)                   | (108)                  |
| Contributions to the provision                                   |     | (88)            | --              | --              | 91                   | 91              | 91                 | --                | (10)  | (10)                   | (10)                   |
| Bad debts written off  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Balance at end of year   |     | (88)            | (88)            | (88)            | --                   | --              | --                 | (88)              | (88)  | (106)                  | (118)                  |
| Inventory  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Water  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Opening Balance  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| System Input Volumes   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Water Treatment Works  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Bulk Purchases   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Natural Sources  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Authorised Consumption   | 6   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Billed Authorised Consumption                                    |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Billed Metered Consumption                                       |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| 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  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Unauthorised Consumption   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| 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   | 7   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Issues   | 8   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Adjustments  | 9   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Write-offs   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Closing balance - Agricultural                                   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Consumables  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Standard Rated   |     | --              | --              | 21              | 39                   | 39              | 39                 | 39                | 44  | 381                    | 381                    |
| Opening Balance  |     | --              | --              | 21              | 39                   | 39              | 39                 | 39                | 44  | 381                    | 381                    |
| Acquisitions   | 7   | --              | 351             | 364             | 350                  | 350             | 350                | 239               | 2 190   | 1 572                  | 1 622                  |
| Issues   | 8   | --              | (128)           | (345)           | (345)                | (345)           | (345)              | (231)             | (2 190)   | (1 572)                | (1 622)                |
| Adjustments  | 9   | --              | (2)             | 0               | --                   | --              | --                 | (9)               | 337   | --                     | --                     |
| Write-offs   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Closing balance - Consumables Standard Rated                     |     | --              | 21              | 39              | 44                   | 44              | 44                 | 47                | 381   | 381                    | 381                    |
| Zero Rated   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Opening Balance  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Acquisitions   | 7   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Issues   | 8   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Adjustments  | 9   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Write-offs   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Closing balance - Consumables Zero Rated                         |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Finished Goods   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Opening Balance  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Acquisitions   | 7   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Issues   | 8   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Adjustments  | 9   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Write-offs   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Closing balance - Finished Goods                                 |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Materials and Supplies   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Opening Balance  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Acquisitions   | 7   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Issues   | 8   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Adjustments  | 9   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Write-offs   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| 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   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| 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 (incl. finance leases)                     |     | 88 382          | 96 071          | 96 746          | 110 872              | 112 258         | 112 258            | 97 428            | 106 534   | 107 406                | 105 964                |
| Leases recognised as PPE   | 3   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Less: Accumulated depreciation                                   |     | 28 972          | 41 077          | 43 996          | 52 094               | 52 094          | 52 094             | 47 118            | 52 987  | 53 185                 | 52 201                 |
| Total Property, plant and equipment (PPE)                        | 2   | 49 410          | 55 004          | 52 750          | 58 778               | 59 564          | 59 564             | 50 310            | 54 229  | 54 229                 | 53 763                 |
| LIABILITIES  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Current liabilities - Borrowing                                  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Short term loans (other than bank overdraft)                     |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Current portion of long term liabilities                         |     | 2 455           | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Total Current liabilities - Borrowing                            |     | 2 455           | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Trade and other payables   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Trade Payables   | 5   | 6 565           | 6 763           | 18 905          | 10 128               | 147 476         | 147 476            | 19 488            | 3 905   | 3 905                  | 3 905                  |
| Other creditors  |     | 207             | 92              | 1 660           | --                   | --              | --                 | 2 099             | 70  | 70                     | 70                     |
| Unspent conditional transfers                                    |     | 4 803           | 9 970           | 10 004          | 6 897                | 6 897           | 6 897              | 18 698            | 10 004  | 10 004                 | 10 004                 |
| WAT  | 2   | 11 376          | 16 644          | 36 149          | 17 025               | 154 373         | 154 373            | 48 245            | 13 979  | 13 979                 | 13 979                 |
| Total Trade and other payables                                   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Non current liabilities - Borrowings                             |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Borrowing  | 4   | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Finance leases (including PPP asset element)                     |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Total Non current liabilities - Borrowing                        |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Provisions - non-current   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Retirement benefits  |     | 25 510          | 28 877          | 21 764          | 33 967               | 33 967          | 33 967             | 21 623            | 27 364  | 30 164                 | 32 964                 |
| Refuse landfill site rehabilitation                              |     | 1 980           | 2 127           | 2 010           | 2 697                | 2 697           | 2 697              | 1 534             | 1 547   | 1 313                  | 1 079                  |
| Other  |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Total Provisions - non-current                                   |     | 26 490          | 31 004          | 23 774          | 36 664               | 36 664          | 36 664             | 23 157            | 28 911  | 31 477                 | 34 043                 |
| CHANGES IN NET ASSETS  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Accumulated Surplus(Deficit)                                     |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Accumulated Surplus(Deficit) - opening balance                   |     | 40 431          | 48 053          | 72 534          | 61 786               | 61 786          | 61 786             | 93 448            | 96 003  | 86 294                 | 80 089                 |
| GRAP adjustments   |     | --              | --              | --              | --                   | --              | --                 | --                | (116)   | (116)                  | (116)                  |
| Revised balance  |     | 40 431          | 48 053          | 72 534          | 61 786               | 61 786          | 61 786             | 93 448            | 95 887  | 86 178                 | 79 983                 |
| Surplus(Deficit)   |     | 6 128           | 25 535          | 20 730          | (8 228)              | (10 982)        | (10 982)           | 33 888            | (17 138)  | (4 950)                | (7 242)                |
| Transfers to/from Reserves                                       |     | --              | --              | --              | 8 740                | 12 126          | 12 126             | --                | --  | --                     | --                     |
| Depreciation offsets   |     | 264             | 264             | 264             | 264                  | 264             | 264                | --                | 264   | 264                    | 264                    |
| Other adjustments  |     | 64              | 223             | 4 020           | (4 020)              | (4 020)         | (4 020)            | (68)              | (68)  | (68)                   | (68)                   |
| Accumulated Surplus(Deficit)                                     | 1   | 49 589          | 73 852          | 94 214          | 62 143               | 62 775          | 62 775             | 127 277           | 79 993  | 81 889                 | 72 944                 |
| RESERVES   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Housing Development Fund   |     | --              | --              | --              | --                   | --              | --                 | --                | --  | --                     | --                     |
| Capital replacement  |     | 7 957           | 7 957           | 7 957           | (783)                | (4 168)         | (4 168)            | 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                 |
| Total Reserves   | 2   | 27 732          | 27 468          | 27 205          | 18 209               | 14 814          | 14 814             | 27 209            | 26 677  | 26 413                 | 26 148                 |
| TOTAL COMMUNITY WEALTH/EQUITY                                    | 2   | 77 248          | 101 321         | 121 419         | 86 943               | 77 598          | 77 598             | 104 481           | 105 678   | 108 272                | 99 931                 |

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         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|------|-----------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |      |           |     | 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  |      |           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION                      |      |           |     | 345             | 389             | 276             | 259                  | 259             | 259                | 259   | 259                    | 259                    |
| MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT                  |      |           |     | 111 605         | 124 177         | 136 888         | 131 652              | 133 221         | 133 221            | 136 636   | 140 061                | 142 660                |
| LOCAL ECONOMIC DEVELOPMENT                                    |      |           |     | 12 663          | 5 810           | 3 023           | 4 441                | 4 441           | 4 441              | 3 653   | 2 703                  | 2 706                  |
| MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION        |      |           |     | 204             | 478             | 13              | 1 500                | 2 000           | 2 000              | 4 000   | –                      | –                      |
| Allocations to other priorities                               |      |           | 2   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Total Revenue (excluding capital 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         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |         |
|--|------|-----------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|---------|
|  |      |           |     | 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   |      |           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |         |
| 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         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|------|-----------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |      |           |     | 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   |      |           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| 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         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|-------------|---------------------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|             |                     | 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 |
|             |                     |                 |                 |                 |                      |                 |                    |   |                        |                        |

- 1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
- 2. 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

[illegible]

DC9 Frances Baard - Supporting Table SA8 Performance indicators and benchmarks

| Description of financial indicator   | Basis of calculation  | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |   | 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 |
| <b><u>Borrowing Management</u></b>   |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Credit Rating  |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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%                   |
| Borrowed funding of 'own' capital expenditure                                  | Borrowing/Capital expenditure excl. transfers and grants and contributions                    | 0,0%            | 0,0%            | 0,0%            | 0,0%                 | 0,0%            | 0,0%               | 0,0%              | 0,0%  | 0,0%                   | 0,0%                   |
| <b><u>Safety of Capital</u></b>  |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Gearing  | Long Term Borrowing/ Funds & Reserves   | 0,0%            | 0,0%            | 0,0%            | 0,0%                 | 0,0%            | 0,0%               | 0,0%              | 0,0%  | 0,0%                   | 0,0%                   |
| <b><u>Liquidity</u></b>  |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Current Ratio  | Current assets/current liabilities  | 3,1             | 3,4             | 3,0             | 2,5                  | 0,1             | 0,1                | 2,6               | 3,4   | 3,5                    | 3,2                    |
| Current Ratio adjusted for aged debtors  | Current assets less debtors > 90 days/current liabilities                                     | 3,1             | 3,4             | 3,0             | 2,5                  | 0,1             | 0,1                | 2,6               | 3,4   | 3,5                    | 3,2                    |
| Liquidity Ratio  | Monetary Assets/Current Liabilities   | 2,6             | 2,8             | 2,5             | 2,1                  | 0,1             | 0,1                | 2,1               | 2,8   | 2,9                    | 2,6                    |
| <b><u>Revenue Management</u></b>   |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| 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%                  |
| Longstanding Debtors Recovered   | Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old                                     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b><u>Creditors Management</u></b>   |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Creditors System Efficiency  | % 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%                  |
| <b><u>Other Indicators</u></b>   |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Electricity Distribution Losses (2)  | Total Volume Losses (kW)  |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
|  | Total Cost of Losses (Rand '000)  |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
|  | % Volume (units purchased and generated less units sold)/units purchased and generated        |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Water Distribution Losses (2)  | Total Volume Losses (kℓ)  |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
|  | 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 revenue)  | 46,4%           | 47,1%           | 45,5%           | 58,5%                | 56,1%           | 56,1%              | 46,8%             | 58,2%   | 62,0%                  | 63,5%                  |
| Remuneration   | Total remuneration/(Total Revenue - capital revenue)  | 51,7%           | 52,2%           | 50,3%           | 64,9%                | 62,4%           | 62,4%              |                   | 63,1%   | 67,1%                  | 68,8%                  |
| Repairs & Maintenance  | R&M/(Total Revenue excluding capital revenue)   | 2,5%            | 2,7%            | 3,4%            | 6,4%                 | 6,2%            | 6,2%               |                   | 4,5%  | 4,7%                   | 4,7%                   |
| Finance charges & Depreciation   | 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%                   |
| <b><u>IDP regulation financial viability indicators</u></b>                    |   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| i. Debt coverage   | (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | –               | –               | –               | –                    | –               | –                  | 0,8               | 1,0   | 1,0                    | 1,0                    |
| ii. O/S Service Debtors to Revenue   | Total outstanding service debtors/annual revenue received for services                        | 1093,8%         | 1942,7%         | 3637,9%         | 1244,8%              | 1244,8%         | 1244,8%            | 4684,3%           | 7589,8%   | 8627,6%                | 9606,8%                |
| iii. Cost coverage   | (Available cash + Investments)/monthly fixed operational expenditure                          | 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 Social, economic and demographic statistics and assumptions

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DC9 Frances Baard Supporting Table SA10 Funding measurement

| DCS Frances Baard Supporting Table SX10 Funding measurement   |              |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
|---|--------------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| Description   | MFMA section | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|   |              |     | 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 |
| <b>Funding measures</b>                                       |              |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Cash/cash equivalents at the year end - R'000                 | 18(1)(b)     | 1   | 103 608         | 57 155          | 77 006          | 204 036              | 202 774         | 202 774            | 658 805           | (1 555)   | 16 577                 | 24 799                 |
| Cash + investments at the year end less applications - R'000  | 18(1)(b)     | 2   | 22 617          | 43 923          | 55 385          | 86 386               | (98 214)        | (98 214)           | 9 814 147         | 519 533   | 1 071 256              | 616 116                |
| Cash year end/monthly employee/supplier payments              | 18(1)(b)     | 3   | 14.9            | 7.5             | 10.4            | 20.2                 | 20.4            | 20.4               | 93.0              | (0.2)   | 1.6                    | 2.3                    |
| Surplus/(Deficit) excluding depreciation offsets: R'000       | 18(1)        | 4   | 8 993           | 25 799          | 21 057          | (7 964)              | (10 718)        | (10 718)           | 33 888            | (16 894)  | (4 318)                | (6 998)                |
| Service charge v's pay change - macro CPIX target exclusive   | 18(1)(a),(2) | 5   | N.A.            | (6.0%)          | (6.0%)          | (6.0%)               | (6.0%)          | (6.0%)             | (6.0%)            | (6.0%)  | (6.0%)                 | (6.0%)                 |
| Cash receipts % of Ratepayer & Other revenue                  | 18(1)(a),(2) | 6   | 0.0%            | 0.0%            | 0.0%            | 273.8%               | 273.8%          | 273.8%             | 30556.6%          | 2287.5%   | 4475.0%                | 2287.5%                |
| Debt impairment expense as a % of total billable revenue      | 18(1)(a),(2) | 7   | 0.0%            | 0.0%            | 0.0%            | 0.0%                 | 0.0%            | 0.0%               | 0.0%              | 0.0%  | 0.0%                   | 0.0%                   |
| Capital payments % of capital expenditure                     | 18(1)(c),(9) | 8   | 0.0%            | 0.0%            | 0.0%            | 100.0%               | 72.1%           | 72.1%              | 32.1%             | 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 - inc/(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 - inc/(decr)                   | 18(1)(a)     | 12  | N.A.            | 0.4%            | 19.9%           | (16.6%)              | 0.0%            | 0.0%               | (16.6%)           | (16.6%)   | 0.0%                   | 0.0%                   |
| R&M % of Property Plant & Equipment                           | 20(1)(v)(i)  | 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)(v)(i)  | 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 payments
4. Indicative of funded operational requirements
5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
6. Realistic average cash collection forecasts as % of annual total revenue
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 - should not exceed 100% unless refinancing
10. Substantiation of National/Province allocations included in budget
11. Indicative of realistic current arrears debt collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
12. Indicative of long term arrears debt collection targets (prior to 2003/04 revenue not available) for high capacity municipalities and later for other capacity classifications)
13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection
14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

[illegible]

## DoRA operating

|  |  |  |  |
|--|--|--|--|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

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Trend

|  |       |       |       |       |       |       |       |   |   |   |
|--|-------|-------|-------|-------|-------|-------|-------|---|---|---|
| Change in consumer debtors (current and non-current) | 5 356 | 5 724 | 4 016 | 4 517 | 1 472 | 2 076 | 1 959 | - | - | - |
|--|-------|-------|-------|-------|-------|-------|-------|---|---|---|

|   |  |       |         |         |         |          |          |         |          |         |         |         |
|---|--|-------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|
| Total Operating Revenue                 |  |       | 124 818 | 130 853 | 140 200 | 137 852  | 139 921  | 139 921 | 134 512  | 144 548 | 143 023 | 145 625 |
| Total Operating Expenditure             |  |       | 116 089 | 107 839 | 119 407 | 146 080  | 150 903  | 150 903 | 100 683  | 161 706 | 147 605 | 152 887 |
| Operating Performance Surplus/(Deficit) |  | 8 729 | 23 014  | 20 793  | (8 226) | (10 982) | (10 982) | 33 888  | (17 158) | (4 582) | (7 262) |         |

**Cash and Cash Equivalents (30 June 2012)**

[illegible]

## Expenditure

[illegible]

**Capital Revenue**

[illegible]

### Capital Expenditure

|  |      |     |       |       |       |        |        |        |        |      |        |
|--|------|-----|-------|-------|-------|--------|--------|--------|--------|------|--------|
| Total Capital Programme (R'000)              |      | 627 | 9 195 | 967   | 8 740 | 12 126 | 12 126 | 923    | 12 179 | 400  | 5      |
| Asset Renewal                                |      | 546 | 8 740 | 705   | 4 632 | 6 718  | 6 718  | 6 718  | 7 811  | -    | 5      |
| Asset Renewal % of Total Capital Expenditure | 0.0% |     | 95.1% | 73.0% | 53.0% | 55.4%  | 55.4%  | 727.8% | 64.1%  | 0.0% | 100.0% |

## Cash

[illegible]

## Borrowing

[illegible]

### Borrowing & Reserves

|                   |  |  |        |        |        |        |          |          |           |         |           |         |
|-------------------|--|--|--------|--------|--------|--------|----------|----------|-----------|---------|-----------|---------|
| Surplus/(Deficit) |  |  | 22 617 | 43 923 | 55 385 | 86 386 | (98 214) | (98 214) | 9 814 147 | 519 533 | 1 071 256 | 616 116 |
|-------------------|--|--|--------|--------|--------|--------|----------|----------|-----------|---------|-----------|---------|

### Free Services

[illegible]

**High Level Outcome of Funding Compliance**

| <u>Capital Expenditures - Operating Component</u>       |    |         |         |         |         |          |          |           |          |           |         |
|---|----|---------|---------|---------|---------|----------|----------|-----------|----------|-----------|---------|
| Total Operating Revenue                                 |    | 124 818 | 130 853 | 140 200 | 137 852 | 139 921  | 139 921  | 134 512   | 144 548  | 143 023   | 145 625 |
| Total Operating Expenditure                             |    | 116 089 | 123 019 | 119 407 | 146 080 | 150 903  | 150 903  | 100 623   | 161 706  | 147 605   | 152 887 |
| Surplus/(Deficit) Budgeted Operating Statement          |    | 8 729   | 7 834   | 20 793  | (8 228) | (10 982) | (10 982) | 33 888    | (17 158) | (4 582)   | (7 262) |
| Surplus/(Deficit) Considering Reserves and Cash Backing |    | 22 617  | 43 923  | 55 385  | 86 386  | (98 214) | (98 214) | 9 814 147 | 519 533  | 1 071 256 | 616 116 |
| <b>MTREF Funded (†) / Unfunded (0)</b>                  | 15 | 1       | 1       | 1       | 1       | 0        | 0        | 1         | 1        | 1         | 1       |
| <b>MTREF Funded ✓ / Unfunded ✖</b>                      | 15 | ✓       | ✓       | ✓       | ✓       | ✖        | ✖        | ✓         | ✓        | ✓         | ✓       |



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

[illegible]

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

[illegible]

DC9 Frances Baard - Supporting Table SA13a Service Tariffs by category

| Description  | Ref | Provide description of tariff structure where appropriate | 2017/18 | 2018/19 | 2019/20 | Current Year 2020/21 | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|---|---------|---------|---------|----------------------|---|------------------------|------------------------|
|  |     |   |         |         |         |                      | Budget Year 2021/22                                 | Budget Year +1 2022/23 | Budget Year +2 2023/24 |
| <b>Property rates</b> <i>(rate in the Rand)</i>          | 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                            |     |   |         |         |         |                      |   |                        |                        |
| <b>Exemptions, reductions and rebates</b> <i>(Rands)</i> |     |   |         |         |         |                      |   |                        |                        |
| <b>Residential properties</b>                            |     |   |         |         |         |                      |   |                        |                        |
| R15 000 threshold 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                    |     |   |         |         |         |                      |   |                        |                        |
| <b>Other rebates or exemptions</b>                       | 2   |   |         |         |         |                      |   |                        |                        |
| <b>Water tariffs</b>                                     |     |   |         |         |         |                      |   |                        |                        |
| <b>Domestic</b>  |     |   |         |         |         |                      |   |                        |                        |
| Basic charge/fixd fee <i>(Rands/month)</i>               |     |   |         |         |         |                      |   |                        |                        |
| Service point - vacant land <i>(Rands/month)</i>         |     |   |         |         |         |                      |   |                        |                        |
| Water usage - flat rate tariff <i>(c/l)</i>              |     |   |         |         |         |                      |   |                        |                        |
| Water usage - life line tariff                           |     | (describe structure)                                      |         |         |         |                      |   |                        |                        |
| Water usage - Block 1 <i>(c/l)</i>                       |     | (fill in thresholds)                                      |         |         |         |                      |   |                        |                        |
| Water usage - Block 2 <i>(c/l)</i>                       |     | (fill in thresholds)                                      |         |         |         |                      |   |                        |                        |
| Water usage - Block 3 <i>(c/l)</i>                       |     | (fill in thresholds)                                      |         |         |         |                      |   |                        |                        |
| Water usage - Block 4 <i>(c/l)</i>                       |     | (fill in thresholds)                                      |         |         |         |                      |   |                        |                        |
| <b>Other</b>   | 2   |   |         |         |         |                      |   |                        |                        |
| <b>Waste water tariffs</b>                               |     |   |         |         |         |                      |   |                        |                        |
| <b>Domestic</b>  |     |   |         |         |         |                      |   |                        |                        |
| Basic charge/fixd fee <i>(Rands/month)</i>               |     |   |         |         |         |                      |   |                        |                        |
| Service point - vacant land <i>(Rands/month)</i>         |     |   |         |         |         |                      |   |                        |                        |
| Waste water - flat rate tariff <i>(c/l)</i>              |     |   |         |         |         |                      |   |                        |                        |
| Volumetric charge - Block 1 <i>(c/l)</i>                 |     | (fill in structure)                                       |         |         |         |                      |   |                        |                        |
| Volumetric charge - Block 2 <i>(c/l)</i>                 |     | (fill in structure)                                       |         |         |         |                      |   |                        |                        |
| Volumetric charge - Block 3 <i>(c/l)</i>                 |     | (fill in structure)                                       |         |         |         |                      |   |                        |                        |



|  |   |                         |  |  |  |  |  |  |
|--|---|-------------------------|--|--|--|--|--|--|
| Volumetric charge - Block 4 (c/kl)                 |   | (fill in structure)     |  |  |  |  |  |  |
| <b>Other</b>                                       | 2 |                         |  |  |  |  |  |  |
| <b>Electricity tariffs</b>                         |   |                         |  |  |  |  |  |  |
| <b>Domestic</b>                                    |   |                         |  |  |  |  |  |  |
| Basic charge/fixd fee ( <i>Rands/month</i> )       |   |                         |  |  |  |  |  |  |
| Service point - vacant land ( <i>Rands/month</i> ) |   |                         |  |  |  |  |  |  |
| FBE  |   | (how is this targeted?) |  |  |  |  |  |  |
| Life-line tariff - meter                           |   | (describe structure)    |  |  |  |  |  |  |
| Life-line tariff - prepaid                         |   | (describe structure)    |  |  |  |  |  |  |
| Flat rate tariff - meter ( <i>c/kwh</i> )          |   |                         |  |  |  |  |  |  |
| Flat rate tariff - prepaid( <i>c/kwh</i> )         |   |                         |  |  |  |  |  |  |
| 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)    |  |  |  |  |  |  |
| <b>Other</b>                                       | 2 |                         |  |  |  |  |  |  |
| <b>Waste management tariffs</b>                    |   |                         |  |  |  |  |  |  |
| <b>Domestic</b>                                    |   |                         |  |  |  |  |  |  |
| Street cleaning charge                             |   |                         |  |  |  |  |  |  |
| Basic charge/fixd fee                              |   |                         |  |  |  |  |  |  |
| 80l 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 structure where appropriate   | 2017/18 | 2018/19 | 2019/20 | Current Year<br>2020/21 | 2021/22 Medium Term Revenue & Expenditure Framework |                           |                           |
|---|-----|---|---------|---------|---------|-------------------------|---|---------------------------|---------------------------|
|   |     |   |         |         |         |                         | Budget Year<br>2021/22                              | Budget Year +1<br>2022/23 | Budget Year +2<br>2023/24 |
| <b><u>Exemptions, reductions and rebates</u></b> <i>(Rands)</i> |     |   |         |         |         |                         |   |                           |                           |
| -<br><i>[Insert lines as applicable]</i>                        |     | -   | -       | -       | -       | -                       | -   | -                         | -                         |
| <b><u>Water tariffs</u></b>                                     |     |   |         |         |         |                         |   |                           |                           |
| -<br><i>[Insert blocks as applicable]</i>                       |     | 0<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)   | -       | -       | -       | -                       | -   | -                         | -                         |
| <b><u>Waste water tariffs</u></b>                               |     |   |         |         |         |                         |   |                           |                           |
| -<br><i>[Insert blocks as applicable]</i>                       |     | 0<br>(fill in structure)<br>(fill in structure)<br>(fill in structure)<br>(fill in structure)<br>(fill in structure)<br>(fill in structure)<br>(fill in structure)<br>(fill in structure)   | -       | -       | -       | -                       | -   | -                         | -                         |
| <b><u>Electricity tariffs</u></b>                               |     |   |         |         |         |                         |   |                           |                           |
| -<br><i>[Insert blocks as applicable]</i>                       |     | 0<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds)<br>(fill in thresholds) | -       | -       | -       | -                       | -   | -                         | -                         |

DC9 Frances Baard - Supporting Table SA14 Household bills

| Description  | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                     |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|---------------------|------------------------|------------------------|
|  |     | 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 +2 2023/24 |
| Rand/cent  |     |                 |                 |                 |                      |                 |                    |   |                     |                        |                        |
| Monthly Account for Household - 'Middle Income Range'                              | 1   |                 |                 |                 |                      |                 |                    |   |                     |                        |                        |
| 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 large household bill:  |     | -               | -               | -               | -                    | -               | -                  | -   | -                   | -                      | -                      |
| % increase/-decrease   |     |                 | -               | -               | -                    | -               | -                  |   | -                   | -                      | -                      |
| Monthly Account for Household - 'Affordable Range'                                 | 2   |                 |                 |                 |                      |                 |                    |   |                     |                        |                        |
| 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' Household receiving free basic services | 3   |                 |                 |                 |                      |                 |                    |   |                     |                        |                        |
| 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   |     |                 | -               | -               | -                    | -               | -                  |   | -                   | -                      | -                      |

DC9 Frances Baard - Supporting Table SA15 Investment particulars by type

| Investment type                            | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |     | 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                                 |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Parent municipality</b>                 |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Securities - National Government           | 1   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Listed Corporate Bonds                     |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Deposits - Bank                            |     | 57 051          | 73 201          | 86 366          | 66 201               | 66 201          | 66 201             | (80 609)  | (57 071)               | (62 632)               |
| 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                            |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Municipality sub-total                     |     | 57 051          | 73 201          | 86 366          | 66 201               | 66 201          | 66 201             | (80 609)  | (57 071)               | (62 632)               |
| <b>Entities</b>                            |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| 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<br><br>Name of institution & investment ID | Ref | Period of Investment | Type of Investment | Capital Guarantee<br>(Yes/ No) | Variable or Fixed<br>interest rate | Interest Rate * | Commission Paid<br>(Rands) | Commission Recipient | Expiry date of<br>investment | Opening balance | Interest to be realised | Partial / Premature<br>Withdrawal (4) | Investment Top Up | Closing Balance |
|--|-----|----------------------|--------------------|--------------------------------|------------------------------------|-----------------|----------------------------|----------------------|------------------------------|-----------------|-------------------------|---------------------------------------|-------------------|-----------------|
|  | 1   | Yrs/Months           |                    |                                |                                    |                 |                            |                      |                              |                 |                         |                                       |                   |                 |
| Parent municipality  | 1   |                      |                    |                                |                                    |                 |                            |                      |                              |                 |                         |                                       |                   |                 |
| 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 SA18 Transfers and grant receipts

| Description                                       | Ref  | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |      | 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  |      |                 |                 |                 |                      |                 |                    |   |                        |                        |
| 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                | 138 065                |
| 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 Gra    |      | –               | –               | 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                  | 2 706                  |
| 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                     | 90                     |
| Education Training and Development Practices SETA |      | –               | –               | 96              | 100                  | 100             | 100                | 90  | 90                     | 90                     |
| Health and Welfare SETA                           |      | –               | –               | 30              | –                    | –               | –                  | –   | –                      | –                      |
| Northern Cape Economic Development Agency         |      | 164             | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Production  |      | 40              | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Services Sector SETA                              |      | 100             | 74              | –               | –                    | –               | –                  | –   | –                      | –                      |
| Unspecified                                       |      | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Total Operating Transfers and Grants              | 5    | 117 699         | 123 192         | 124 350         | 130 702              | 132 771         | 132 771            | 137 078   | 135 553                | 138 155                |
| Capital Transfers and Grants                      |      |                 |                 |                 |                      |                 |                    |   |                        |                        |
| National Government:                              |      | –               | 2 521           | –               | –                    | –               | –                  | –   | –                      | –                      |
| Rural Road Asset Management Systems Grant         |      | –               | 2 521           | –               | –                    | –               | –                  | –   | –                      | –                      |
| Provincial Government:                            |      | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Housing Projects                                  |      | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| District Municipality:                            |      | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Other grant providers:                            |      | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Total Capital Transfers and Grants                | 5    | –               | 2 521           | –               | –                    | –               | –                  | –   | –                      | –                      |
| TOTAL RECEIPTS OF TRANSFERS & GRANTS              |      | 117 699         | 125 713         | 124 350         | 130 702              | 132 771         | 132 771            | 137 078   | 135 553                | 138 155                |

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

| Description  | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |     | 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   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| 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 Grant     |     | –               | 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 SETA    |     | –               | –               | –               | 100                  | 100             | 100                | 90  | 90                     | 90                     |
| Health and Welfare SETA                              |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Production   |     | –               | –               | –               | –                    | –               | –                  | –   | –                      | –                      |
| Services Sector SETA                                 |     | –               | 92              | 36              | –                    | –               | –                  | –   | –                      | –                      |
| 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 GRANTS            |     | 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         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |     | 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  |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Operating transfers and grants:</b>                  | 1,3 |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>National Government:</b>                             |     | -               | (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)              |
| <b>Conditions met - transferred to revenue</b>          |     | 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)         | -                    | -               | -                  | -   | -                      | -                      |
| <b>Provincial Government:</b>                           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Balance unspent at beginning of the year                |     | (250)           | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Current year receipts                                   |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| <b>Conditions met - transferred to revenue</b>          |     | 250             | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Conditions still to be met - transferred to liabilities |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>District Municipality:</b>                           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Balance unspent at beginning of the year                |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Current year receipts                                   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Conditions met - transferred to revenue</b>          |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Conditions still to be met - transferred to liabilities |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Other grant providers:</b>                           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Balance unspent at beginning of the year                |     | (40)            | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Current year receipts                                   |     | (264)           | (74)            | (70)            | (100)                | (100)           | (100)              | (90)  | (90)                   | (90)                   |
| <b>Conditions met - transferred to revenue</b>          |     | 304             | 74              | 70              | 100                  | 100             | 100                | 90  | 90                     | 90                     |
| Conditions still to be met - transferred to liabilities |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| <b>Total operating transfers and grants revenue</b>     |     | 117 949         | 118 400         | 124 281         | 128 159              | 128 159         | 128 159            | 137 078   | 135 553                | 138 155                |
| <b>Total operating transfers and grants - CTBM</b>      | 2   | (207)           | -               | (1 581)         | -                    | -               | -                  | -   | -                      | -                      |
| <b>Capital transfers and grants:</b>                    | 1,3 |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>National Government:</b>                             |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Balance unspent at beginning of the year                |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Current year receipts                                   |     | -               | (2 521)         | -               | (2 543)              | (2 543)         | (2 543)            | -   | -                      | -                      |
| <b>Conditions met - transferred to revenue</b>          |     | -               | 2 521           | -               | 2 543                | 2 543           | 2 543              | -   | -                      | -                      |
| Conditions still to be met - transferred to liabilities |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| <b>Provincial Government:</b>                           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Balance unspent at beginning of the year                |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Current year receipts                                   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Conditions met - transferred to revenue</b>          |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Conditions still to be met - transferred to liabilities |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>District Municipality:</b>                           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Balance unspent at beginning of the year                |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Current year receipts                                   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Conditions met - transferred to revenue</b>          |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Conditions still to be met - transferred to liabilities |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Other grant providers:</b>                           |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Balance unspent at beginning of the year                |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Current year receipts                                   |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Conditions met - transferred to revenue</b>          |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Conditions still to be met - transferred to liabilities |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Total capital transfers and grants revenue</b>       |     | -               | 2 521           | -               | 2 543                | 2 543           | 2 543              | -   | -                      | -                      |
| <b>Total capital transfers and grants - CTBM</b>        | 2   | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| <b>TOTAL TRANSFERS AND GRANTS REVENUE</b>               |     | 117 949         | 120 921         | 124 281         | 130 702              | 130 702         | 130 702            | 137 078   | 135 553                | 138 155                |
| <b>TOTAL TRANSFERS AND GRANTS - CTBM</b>                |     | (207)           | -               | (1 581)         | -                    | -               | -                  | -   | -                      | -                      |

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

| Description   | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    |                   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|   |     | 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 |
| R thousand  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Cash Transfers to other municipalities</b>                   |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>Dm Nc:Fb-Awareness And Other Projects</i>                    | 1   | 500             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc:Fb-Diamonds &amp; Dorings Support</i>                  |     | 263             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc:Fb-Environment Protection</i>                          |     | –               | 250             | 1 000           | 2 000                | 2 000           | 2 000              | 2 000             | 3 000   | 3 500                  | 4 000                  |
| <i>Dm Nc:Fb-Financial System Support (2) Lm</i>                 |     | 196             | –               | 65              | –                    | –               | –                  | –                 | 100   | 100                    | 100                    |
| <i>Dm Nc:Fb-Operation Clean Audit</i>                           |     | 413             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc:Fb-Operation Clean Audit/Cap Build</i>                 |     | 67              | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc:Fb-Plan &amp; Development</i>                          |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc:Fb-Sport &amp; Recreation</i>                          |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Hh Oth Trans:Housing-Unspec/Aware Sanit</i>                  |     | –               | –               | 3               | 13                   | 13              | 13                 | 12                | 28  | –                      | –                      |
| <i>Hh Oth Trans:Housing-Unspec/Wm Aware Pro</i>                 |     | –               | –               | 13              | 30                   | 30              | 30                 | 11                | 30  | 32                     | 33                     |
| <i>T&amp;S_Op_Mon_Dm_Nc_Dc09_Cap Bld_D&amp;D/Sp</i>             |     | –               | –               | –               | 300                  | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Dikgatlong</i>             |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Magareng</i>               |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Phokwane</i>               |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Solplaatje</i>             |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Total Cash Transfers To Municipalities:</b>                  |     | 1 439           | 250             | 1 082           | 2 343                | 2 043           | 2 043              | 2 023             | 3 158   | 3 632                  | 4 133                  |
| <b>Cash Transfers to Entities/Other External Mechanisms</b>     |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
|   | 2   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Total Cash Transfers To Entities/Ems'</b>                    |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Cash Transfers to other Organs of State</b>                  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>Ts_O_M_Da&amp;A_Nda_Health &amp; Welfare Seta</i>            | 3   | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Prv Dpt Agen - Park &amp; Tourism Board</i>                  |     | 58              | –               | 14              | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Prv Dpt Agen - Park &amp; Tourism Board/Ncta</i>             |     | 135             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Total Cash Transfers To Other Organs Of State:</b>           |     | 193             | –               | 14              | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Cash Transfers to Organisations</b>                          |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>N-P Ub Sch: School Support</i>                               |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Supporting Grant - Dik Tourism Ass.</i>                      |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Supporting Grant-Mag Tourism Ass</i>                         |     | 20              | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Cap_Mon_Dm_Nc_Dc09_Cap Bld_Water Dg</i>              |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Total Cash Transfers To Organisations</b>                    |     | 20              | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Cash Transfers to Groups of Individuals</b>                  |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>Hh Oth Trans: Bursaries Non Employee</i>                     |     | 229             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Total Cash Transfers To Groups Of Individuals:</b>           |     | 229             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>TOTAL CASH TRANSFERS AND GRANTS</b>                          | 6   | 1 880           | 250             | 1 096           | 2 343                | 2 043           | 2 043              | 2 023             | 3 158   | 3 632                  | 4 133                  |
| <b>Non-Cash Transfers to other municipalities</b>               |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>Dm Nc: Frances Baard - Plan &amp; Dev/Elec</i>               | 1   | –               | 386             | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Planning &amp; Devel</i>              |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Waste Water Man</i>                   |     | 101             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: F Baard - Waste Water Man/Wm Camp</i>                 |     | 0               | 2               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Plan &amp; Dev/Elec</i>               |     | –               | 3 029           | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Planning &amp; Devel</i>              |     | 4 891           | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Road Transport</i>                    |     | 3 243           | 1 750           | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Waste Water Man</i>                   |     | 2 158           | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Water</i>                             |     | 3 578           | 1 364           | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Hh Oth Trans:Housing-Unspec/Aware Sanit</i>                  |     | 7               | 3               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Hh Oth Trans:Housing-Unspec/Wm Aware Pro</i>                 |     | 4               | 4               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Hh Oth Trans:Housing-Unspec/Wm Camp</i>                      |     | 13              | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Bld_Waste</i>                 |     | –               | –               | –               | 450                  | 450             | 450                | –                 | 200   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Dg</i>                   |     | –               | –               | 1 904           | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Mg</i>                   |     | –               | –               | 1 690           | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Pk</i>                   |     | –               | –               | 2 000           | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Sp</i>                   |     | –               | –               | 2 000           | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Planning &amp; Devel</i>              |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Road Transport</i>                    |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Waste Water Man</i>                   |     | 738             | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Dm Nc: Frances Baard - Water</i>                             |     | 7 779           | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Dg</i>                   |     | –               | –               | –               | –                    | –               | –                  | –                 | 3 500   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Mg</i>                   |     | –               | –               | –               | –                    | –               | –                  | –                 | 3 500   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Pk</i>                   |     | –               | –               | –               | –                    | –               | –                  | –                 | 3 500   | –                      | –                      |
| <i>T&amp;S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Sp</i>                   |     | –               | –               | –               | –                    | –               | –                  | –                 | 3 500   | –                      | –                      |
| <b>Total Non-Cash Transfers To Municipalities:</b>              |     | 22 512          | 6 537           | 7 594           | 450                  | 450             | 450                | –                 | 14 200  | –                      | –                      |
| <b>Non-Cash Transfers to Entities/Other External Mechanisms</b> |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
|   | 2   |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Total Non-Cash Transfers To Entities/Ems'</b>                |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <b>Non-Cash Transfers to other Organs of State</b>              |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>T&amp;S_Op_Aik_Dm_Nc_Dc09_Op Main_Dg</i>                     | 3   | –               | –               | 1 975           | 2 279                | 4 000           | 4 000              | 1 407             | 116   | 1 520                  | 1 471                  |
| <i>T&amp;S_Op_Aik_Dm_Nc_Dc09_Op Main_Mg</i>                     |     | –               | –               | 2 941           | 2 721                | 4 000           | 4 000              | 1 565             | 1 800   | 2 500                  | 2 500                  |
| <i>T&amp;S_Op_Aik_Dm_Nc_Dc09_Op Main_Pk</i>                     |     | –               | –               | 2 236           | 2 500                | 4 000           | 4 000              | 2 139             | 982   | 335                    | –                      |
| <i>T&amp;S_Op_Aik_Dm_Nc_Dc09_Op Main_Sp</i>                     |     | –               | –               | 5 500           | 2 500                | 4 500           | 4 500              | 1 522             | 1 700   | 2 500                  | –                      |
| <i>T&amp;S_Op_Aik_Dm_Nc_Dc09_Op Main_Dg</i>                     |     | –               | –               | –               | –                    | –               | –                  | –                 | 1 684   | 980                    | 1 029                  |
| <i>T&amp;S_Op_Aik_Dm_Nc_Dc09_Op Main_Pk</i>                     |     | –               | –               | –               | –                    | –               | –                  | –                 | 818   | 2 165                  | 2 500                  |
| <i>T&amp;S_Op_Aik_Dm_Nc_Dc09_Op Main_Sp</i>                     |     | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | 2 500                  |
| <b>Total Non-Cash Transfers To Other Organs Of State:</b>       |     | –               | –               | 12 652          | 10 000               | 16 500          | 16 500             | 6 632             | 7 100   | 10 000                 | 10 000                 |
| <b>Non-Cash Grants to Organisations</b>                         |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>Non Prof: Unspecified</i>                                    | 4   | –               | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>Non Prof: Unspecified/Tour Bus</i>                           |     | 58              | –               | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>N-P Ub Sch: Sch Supp(Oth Edu Inst)/Tour B</i>                |     | 95              | 108             | –               | –                    | –               | –                  | –                 | –   | –                      | –                      |
| <i>N-P Ub Sch: School Supp (Oth Educ Inst)</i>                  |     | –               | –               | 54              | 131                  | –               | –                  | –                 | 135   | 135                    | 135                    |
| <i>Ts_C_Ik_Np_Ins_Gender</i>                                    |     | –               | –               | –               | –                    | –               | –                  | –                 | 120   | –                      | –                      |
| <b>Total Non-Cash Grants To Organisations</b>                   |     | 154             | 108             | 54              | 131                  | –               | –                  | –                 | 255   | 135                    | 135                    |
| <b>Groups of Individuals</b>                                    |     |                 |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <i>Hh Ssp Soc Ass: Grant In Aid</i>                             | 5   | 250             | 411             | 514             | 520                  | 1 120           | 1 120              | 448               | 500   | 525                    | 546                    |
| <b>Total Non-Cash Grants To Groups Of Individuals:</b>          |     | 250             | 411             | 514             | 520                  | 1 120           | 1 120              | 448               | 500   | 525                    | 546                    |
| <b>TOTAL NON-CASH TRANSFERS AND GRANTS</b>                      |     | 22 916          | 7 056           | 20 814          | 11 101               | 18 070          | 18 070             | 7 081             | 22 055  | 10 660                 | 10 681                 |
| <b>TOTAL TRANSFERS AND GRANTS</b>                               | 6   | 24 796          | 7 306           | 21 909          | 13 443               | 20 113          | 20 113             | 9 104             | 25 213  | 14 292                 | 14 814                 |

| Summary of Employee and Councillor remuneration          | Ref | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |     | 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   |     | A               | B               | C               | D                    | E               | F                  | G   | H                      | I                      |
| <b>Councillors (Political Office Bearers plus Other)</b> | 1   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Basic Salaries and Wages                                 |     | 4 958           | 5 347           | 5 567           | 7 295                | 7 295           | 7 295              | 5 900   | 6 213                  | 6 673                  |
| 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                                       |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Other benefits and allowances                            |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Sub Total - Councillors</b>                           |     | <b>6 567</b>    | <b>6 700</b>    | <b>6 802</b>    | <b>8 756</b>         | <b>8 756</b>    | <b>8 756</b>       | <b>6 962</b>  | <b>7 275</b>           | <b>7 735</b>           |
| % increase   | 4   |                 | 2,0%            | 1,5%            | 28,7%                | -               | -                  | (20,5%)   | 4,5%                   | 6,3%                   |
| <b>Senior Managers of the Municipality</b>               | 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                                  |     | 182             | -               | -               | 193                  | 342             | 342                | 193   | 193                    | 193                    |
| Cellphone Allowance                                      | 3   | 62              | 53              | 78              | 78                   | 96              | 96                 | 96  | 96                     | 96                     |
| Housing Allowances                                       | 3   | -               | -               | -               | -                    | 12              | 12                 | -   | -                      | -                      |
| Other benefits and allowances                            | 3   | 132             | 0               | 0               | 1                    | 12              | 12                 | 1   | 1                      | 1                      |
| Payments in lieu of leave                                |     | (520)           | 195             | (22)            | 139                  | 322             | 322                | 287   | 307                    | 329                    |
| Long service awards                                      |     | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Post-retirement benefit obligations                      | 6   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Sub Total - Senior Managers of Municipality</b>       |     | <b>4 087</b>    | <b>3 917</b>    | <b>5 350</b>    | <b>7 621</b>         | <b>8 306</b>    | <b>8 306</b>       | <b>7 419</b>  | <b>7 901</b>           | <b>8 417</b>           |
| % increase   | 4   |                 | (4,2%)          | 36,6%           | 42,5%                | 9,0%            | -                  | (10,7%)   | 6,5%                   | 6,5%                   |
| <b>Other Municipal Staff</b>                             |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| 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                | -   | -                      | -                      |
| Post-retirement benefit obligations                      | 6   | 305             | 3 818           | 2 914           | 4 016                | 4 149           | 4 149              | 3 039   | 3 006                  | 3 066                  |
| <b>Sub Total - Other Municipal Staff</b>                 |     | <b>53 830</b>   | <b>57 733</b>   | <b>58 404</b>   | <b>73 044</b>        | <b>70 222</b>   | <b>70 222</b>      | <b>76 771</b>                                       | <b>80 747</b>          | <b>84 051</b>          |
| % 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%                   |
| <b>Board Members of Entities</b>                         |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Basic Salaries and Wages                                 |     |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Pension and UIF Contributions                            |     |                 |                 |                 |                      |                 |                    |   |                        |                        |

|  |     |        |        |        |        |        |        |        |        |         |
|--|-----|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| <b>Sub Total - Board Members of Entities</b>   |     |        |        |        |        |        |        |        |        |         |
| % increase                                     | 4   | -      | -      | -      | -      | -      | -      | -      | -      | -       |
| <b>Senior Managers of Entities</b>             |     |        |        |        |        |        |        |        |        |         |
| 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   |        |        |        |        |        |        |        |        |         |
| <b>Sub Total - Senior Managers of Entities</b> |     |        |        |        |        |        |        |        |        |         |
| % increase                                     | 4   | -      | -      | -      | -      | -      | -      | -      | -      | -       |
| <b>Other Staff of Entities</b>                 |     |        |        |        |        |        |        |        |        |         |
| 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   |        |        |        |        |        |        |        |        |         |
| <b>Sub Total - Other Staff of Entities</b>     |     |        |        |        |        |        |        |        |        |         |
| % increase                                     | 4   | -      | -      | -      | -      | -      | -      | -      | -      | -       |
| <b>Total Municipal Entities</b>                |     |        |        |        |        |        |        |        |        |         |
|  |     | -      | -      | -      | -      | -      | -      | -      | -      | -       |
| <b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b> |     | 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%) | -      | 4,4%   | 5,2%   | 4,5%    |
| <b>TOTAL MANAGERS AND STAFF</b>                | 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)**

| Disclosure of Salaries, Allowances & Benefits 1.                     | Ref  | No. | Salary            | Contributions  | Allowances       | Performance Bonuses | In-kind benefits | Total Package     |
|--|------|-----|-------------------|----------------|------------------|---------------------|------------------|-------------------|
| Rand per annum   |      |     |                   | 1.             |                  |                     |                  | 2.                |
| <b>Councillors</b>   | 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         |
| <b>Total Councillors</b>   | 8    | -   | <b>5 900 480</b>  | <b>-</b>       | <b>1 061 910</b> |                     |                  | <b>6 962 390</b>  |
| <b>Senior Managers of the Municipality</b>                           | 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 official with packages >= senior manager                |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
| <b>Total Senior Managers of the Municipality</b>                     | 8,10 | -   | <b>6 182 140</b>  | <b>221 260</b> | <b>575 840</b>   | <b>440 000</b>      |                  | <b>7 419 240</b>  |
| <b>A Heading for Each Entity</b>                                     | 6,7  |     |                   |                |                  |                     |                  |                   |
| List each member of board by designation                             |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
|  |      |     |                   |                |                  |                     |                  | -                 |
| <b>Total for municipal entities</b>                                  | 8,10 | -   | <b>-</b>          | <b>-</b>       | <b>-</b>         | <b>-</b>            |                  | <b>-</b>          |
| <b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b> | 10   | -   | <b>12 082 620</b> | <b>221 260</b> | <b>1 637 750</b> | <b>440 000</b>      |                  | <b>14 381 630</b> |

**DC9 Frances Baard - Supporting Table SA24 Summary of personnel numbers**

[illegible]

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

| Description  | Ref      | Budget Year 2021/22 |                |                |                |                |                |                |                |                |                |                |                | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|----------|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---|------------------------|------------------------|
|  |          | 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 |
| <b>R thousand</b>  |          |                     |                |                |                |                |                |                |                |                |                |                |                |   |                        |                        |
| <b>Revenue By Source</b>   |          |                     |                |                |                |                |                |                |                |                |                |                |                |   |                        |                        |
| 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  |          | -                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -   | -                      | -                      |
| <b>Total Revenue (excluding capital transfers and contribution)</b>  |          | <b>12 046</b>       | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>12 046</b>  | <b>144 548</b>                                | <b>143 023</b>         | <b>145 625</b>         |
| <b>Expenditure By Type</b>   |          |                     |                |                |                |                |                |                |                |                |                |                |                |   |                        |                        |
| 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                  | 7 735                  |
| 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                  |
| <b>Total Expenditure</b>   |          | <b>13 476</b>       | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 476</b>  | <b>13 475</b>  | <b>161 706</b>                                | <b>147 605</b>         | <b>152 887</b>         |
| <b>Surplus/(Deficit)</b>   |          | <b>(1 430)</b>      | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 429)</b> | <b>(17 158)</b>                               | <b>(4 582)</b>         | <b>(7 262)</b>         |
| 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 Corporations, Higher Educational Institutions) |          |                     |                |                |                |                |                |                |                |                |                |                | -              | -   | -                      | -                      |
| Transfers and subsidies - capital (in-kind - all)  |          |                     |                |                |                |                |                |                |                |                |                |                | -              | -   | -                      | -                      |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>   |          | <b>(1 430)</b>      | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 429)</b> | <b>(17 158)</b>                               | <b>(4 582)</b>         | <b>(7 262)</b>         |
| Taxation   |          |                     |                |                |                |                |                |                |                |                |                |                | -              | -   | -                      | -                      |
| Attributable to minorities   |          |                     |                |                |                |                |                |                |                |                |                |                | -              | -   | -                      | -                      |
| Share of surplus/ (deficit) of associate   |          |                     |                |                |                |                |                |                |                |                |                |                | -              | -   | -                      | -                      |
| <b>Surplus/(Deficit)</b>   | <b>1</b> | <b>(1 430)</b>      | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 430)</b> | <b>(1 429)</b> | <b>(17 158)</b>                               | <b>(4 582)</b>         | <b>(7 262)</b>         |

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

| Description                               | Ref | Budget Year 2021/22 |         |         |         |          |          |         |          |         |         |         |         | Medium Term Revenue and Expenditure Framework |                        |                        |
|---|-----|---------------------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|---------|---|------------------------|------------------------|
|   |     | 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 |
| R thousand                                |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| 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                                       | 140 061                | 142 660                |
| Vote 04 - Administration                  |     | 22                  | 22      | 22      | 22      | 22       | 22       | 22      | 22       | 22      | 22      | 22      | 22      | 259   | 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                           |     | -                   | -       | -       | -       | -        | -        | -       | -        | -       | -       | -       | -       | -   | -                      | -                      |
| 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                |     |                     |         |         |         |          |          |         |          |         |         |         | -       | -   | -                      | -                      |
| 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 Year 2021/22 |         |         |         |          |          |         |          |         |         |         |         | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|-----|---------------------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|---------|---|------------------------|------------------------|
| 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 |
| <b>Revenue - Functional</b>                |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Governance and administration</b>       |     | 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                             |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Community and public safety</b>         |     | 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                                     |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Economic and environmental services</b> |     | 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                   |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Trading services</b>                    |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Energy sources                             |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Water management                           |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Waste water management                     |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Waste management                           |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Other</b>                               |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Total Revenue - Functional</b>          |     | 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                |
| <b>Expenditure - Functional</b>            |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Governance and administration</b>       |     | 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                  |
| <b>Community and public safety</b>         |     | 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                                     |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Economic and environmental services</b> |     | 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                 |
| <b>Trading services</b>                    |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Energy sources                             |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Water management                           |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Waste water management                     |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| Waste management                           |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Other</b>                               |     | 320                 | 320     | 320     | 320     | 320      | 320      | 320     | 320      | 320     | 320     | 320     | 319     | 3 834   | 3 371                  | 3 494                  |
| <b>Total Expenditure - Functional</b>      |     | 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                |
| <b>Surplus/(Deficit) before assoc.</b>     |     | (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   |     | –                   | –       | –       | –       | –        | –        | –       | –        | –       | –       | –       | –       | –   | –                      | –                      |
| <b>Surplus/(Deficit)</b>                   | 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                                | Ref | Budget Year 2021/22 |        |       |         |       |       |         |       |       |       |       |       | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|-----|---------------------|--------|-------|---------|-------|-------|---------|-------|-------|-------|-------|-------|---|------------------------|------------------------|
|  |     | 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 |
| R thousand                                 |     |                     |        |       |         |       |       |         |       |       |       |       |       |   |                        |                        |
| 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                            |     | -                   | -      | -     | -       | -     | -     | -       | -     | -     | -     | -     | -     | -   | -                      | -                      |
| Capital multi-year expenditure sub-total   | 2   | -                   | -      | -     | -       | -     | -     | -       | -     | -     | -     | -     | -     | -   | -                      | -                      |
| 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 Year 2021/22 |        |       |         |       |       |         |       |       |       |       |       | Medium Term Revenue and Expenditure Framework |                        |                        |
|---|-----|---------------------|--------|-------|---------|-------|-------|---------|-------|-------|-------|-------|-------|---|------------------------|------------------------|
|   |     | 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 |
| R thousand  |     |                     |        |       |         |       |       |         |       |       |       |       |       |   |                        |                        |
| <b>Capital Expenditure - Functional</b>   | 1   | 695                 | 695    | 695   | 695     | 695   | 695   | 695     | 695   | 695   | 695   | 695   | 695   | 8 336   | 400                    | 5                      |
| <i>Governance and administration</i>  |     | 4                   | 4      | 4     | 4       | 4     | 4     | 4       | 4     | 4     | 4     | 4     | 4     | 48  | –                      | 5                      |
| Executive and council   |     | 691                 | 691    | 691   | 691     | 691   | 691   | 691     | 691   | 691   | 691   | 691   | 691   | 8 288   | 400                    | –                      |
| Finance and administration  |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Internal audit  |     | 314                 | 314    | 314   | 314     | 314   | 314   | 314     | 314   | 314   | 314   | 314   | 314   | 3 764   | –                      | –                      |
| <i>Community and public safety</i>  |     | 314                 | 314    | 314   | 314     | 314   | 314   | 314     | 314   | 314   | 314   | 314   | 314   | 3 764   | –                      | –                      |
| Community and social services   |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Sport and recreation  |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Public safety   |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Housing   |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Health  |     | 6                   | 6      | 6     | 6       | 6     | 6     | 6       | 6     | 6     | 6     | 6     | 6     | 74  | –                      | –                      |
| <i>Economic and environmental services</i>  |     | 1                   | 1      | 1     | 1       | 1     | 1     | 1       | 1     | 1     | 1     | 1     | 1     | 14  | –                      | –                      |
| Planning and development  |     | 5                   | 5      | 5     | 5       | 5     | 5     | 5       | 5     | 5     | 5     | 5     | 5     | 61  | –                      | –                      |
| Road transport  |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Environmental protection  |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| <i>Trading services</i>   |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Energy sources  |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Water management  |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Waste water management  |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| Waste management  |     | 5                   | 5      | 5     | 5       | 5     | 5     | 5       | 5     | 5     | 5     | 5     | 5     | 5   | –                      | –                      |
| <i>Other</i>  |     | 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                      |
| <b>Total Capital Expenditure - Functional</b>   | 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                      |
| <b>Funded by:</b>   |     | –                   | –      | –     | –       | –     | –     | –       | –     | –     | –     | –     | –     | –   | –                      | –                      |
| 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   |     | 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                      |
| 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                      |
| <b>Total Capital Funding</b>  |     | 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 SA30 Budgeted monthly cash flow**

| MONTHLY CASH FLOWS   | Budget Year 2021/22 |               |               |               |               |               |               |               |               |               |               |               | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|------------------------|------------------------|
|  | 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 |
| <b>R thousand</b>  |                     |               |               |               |               |               |               |               |               |               |               |               |   |                        |                        |
| <b>Cash Receipts By Source</b>   |                     |               |               |               |               |               |               |               |               |               |               |               | 1   |                        |                        |
| Property rates   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Service charges - electricity revenue  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Service charges - water revenue  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Service charges - sanitation revenue   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Service charges - refuse revenue   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Rental of facilities and equipment   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| 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 - Operational  | 11 596              | 11 596        | 11 596        | 11 596        | 11 596        | 11 596        | 11 596        | 11 596        | 11 596        | 11 596        | 11 596        | 11 596        | 139 155                                       | 136 553                | 139 155                |
| Other revenue  | 610                 | 610           | 610           | 610           | 610           | 610           | 610           | 610           | 610           | 610           | 610           | 610           | 7 320   | 14 320                 | 7 320                  |
| <b>Cash Receipts by Source</b>   | <b>12 802</b>       | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>12 802</b> | <b>153 625</b>                                | <b>158 023</b>         | <b>153 625</b>         |
| <b>Other Cash Flows by Source</b>  |                     |               |               |               |               |               |               |               |               |               |               |               |   |                        |                        |
| 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 Corporations, Higher Educational Institutions) |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Proceeds on Disposal of Fixed and Intangible Assets  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Short term loans   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Borrowing long term/refinancing  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Increase (decrease) in consumer deposits   | 0                   | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 3   | -                      | -                      |
| Decrease (increase) in non-current receivables   | 105                 | 105           | 105           | 105           | 105           | 105           | 105           | 105           | 105           | 105           | 105           | 105           | 1 258   | -                      | -                      |
| Decrease (increase) in non-current investments   | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                      | -                      |
| <b>Total Cash Receipts by Source</b>   | <b>12 907</b>       | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>12 907</b> | <b>154 887</b>                                | <b>158 023</b>         | <b>153 625</b>         |
| <b>Cash Payments by Type</b>   |                     |               |               |               |               |               |               |               |               |               |               |               |   |                        |                        |
| Employee related costs   | 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                 |
| Remuneration of councillors  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Finance charges  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Bulk purchases - electricity   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Acquisitions - water & other inventory   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Contracted services  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Transfers and grants - other municipalities  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Transfers and grants - other   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Other expenditure  | 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                 |
| <b>Cash Payments by Type</b>   | <b>12 719</b>       | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>12 719</b> | <b>152 632</b>                                | <b>139 492</b>         | <b>145 397</b>         |
| <b>Other Cash Flows/Payments by Type</b>   |                     |               |               |               |               |               |               |               |               |               |               |               |   |                        |                        |
| Capital assets   | 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                      |
| Repayment of borrowing   |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| Other Cash Flows/Payments  |                     |               |               |               |               |               |               |               |               |               |               |               | -   |                        |                        |
| <b>Total Cash Payments by Type</b>   | <b>13 734</b>       | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>13 734</b> | <b>164 811</b>                                | <b>139 892</b>         | <b>145 403</b>         |
| <b>NET INCREASE/(DECREASE) IN CASH HELD</b>  | <b>(827)</b>        | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(827)</b>  | <b>(9 925)</b>                                | <b>18 131</b>          | <b>8 222</b>           |
| Cash/cash equivalents at the month/year begin:   | 8 370               | 7 543         | 6 716         | 5 889         | 5 062         | 4 235         | 3 408         | 2 581         | 1 754         | 926           | 99            | (728)         | 8 370   | (1 555)                | 16 577                 |
| Cash/cash equivalents at the month/year end:   | 7 543               | 6 716         | 5 889         | 5 062         | 4 235         | 3 408         | 2 581         | 1 754         | 926           | 99            | (728)         | (1 555)       | (1 555)                                       | 16 577                 | 24 799                 |

**DC9 Frances Baard - NOT REQUIRED - municipality does not have entities**

[illegible]

DC9 Frances Baard - Supporting Table SA32 List of external mechanisms

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

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

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|   |    |     |     |       |       |       |       |       |     |
|---|----|-----|-----|-------|-------|-------|-------|-------|-----|
| <b>Community Assets</b>                         | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| 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                                  |    |     |     |       |       |       |       |       |     |
| <b>Heritage assets</b>                          | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Monuments                                       |    |     |     |       |       |       |       |       |     |
| Historic Buildings                              |    |     |     |       |       |       |       |       |     |
| Works of Art                                    |    |     |     |       |       |       |       |       |     |
| Conservation Areas                              |    |     |     |       |       |       |       |       |     |
| Other Heritage                                  |    |     |     |       |       |       |       |       |     |
| <b>Investment properties</b>                    | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Revenue Generating                              | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Improved Property                               |    |     |     |       |       |       |       |       |     |
| Unimproved Property                             |    |     |     |       |       |       |       |       |     |
| Non-revenue Generating                          | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Improved Property                               |    |     |     |       |       |       |       |       |     |
| Unimproved Property                             |    |     |     |       |       |       |       |       |     |
| <b>Other assets</b>                             | -  | -   | -   | 2 365 | 3 065 | 3 065 | 3 065 | -     | -   |
| Operational Buildings                           | -  | -   | -   | 2 365 | 3 065 | 3 065 | 3 065 | -     | -   |
| Municipal Offices                               | -  | -   | -   | 2 365 | 3 065 | 3 065 | 3 065 | -     | -   |
| Pay/Enquiry Points                              |    |     |     |       |       |       |       |       |     |
| Building Plan Offices                           |    |     |     |       |       |       |       |       |     |
| Workshops                                       |    |     |     |       |       |       |       |       |     |
| Yards   |    |     |     |       |       |       |       |       |     |
| Stores  |    |     |     |       |       |       |       |       |     |
| Laboratories                                    |    |     |     |       |       |       |       |       |     |
| Training Centres                                |    |     |     |       |       |       |       |       |     |
| Manufacturing Plant                             |    |     |     |       |       |       |       |       |     |
| Depots  |    |     |     |       |       |       |       |       |     |
| Capital Spares                                  |    |     |     |       |       |       |       |       |     |
| Housing   | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Staff Housing                                   |    |     |     |       |       |       |       |       |     |
| Social Housing                                  |    |     |     |       |       |       |       |       |     |
| Capital Spares                                  |    |     |     |       |       |       |       |       |     |
| <b>Biological or Cultivated Assets</b>          | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Biological or Cultivated Assets                 |    |     |     |       |       |       |       |       |     |
| <b>Intangible Assets</b>                        | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Servitudes                                      |    |     |     |       |       |       |       |       |     |
| Licences and Rights                             | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Water Rights                                    |    |     |     |       |       |       |       |       |     |
| Effluent Licenses                               |    |     |     |       |       |       |       |       |     |
| Solid Waste Licenses                            |    |     |     |       |       |       |       |       |     |
| Computer Software and Applications              | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Load Settlement Software Applications           |    |     |     |       |       |       |       |       |     |
| Unspecified                                     |    |     |     |       |       |       |       |       |     |
| <b>Computer Equipment</b>                       | 81 | -   | 170 | 1 110 | 1 260 | 1 260 | 872   | -     | -   |
| Computer Equipment                              | 81 | -   | 170 | 1 110 | 1 260 | 1 260 | 872   | -     | -   |
| <b>Furniture and Office Equipment</b>           | -  | 455 | 5   | 509   | 509   | 509   | 74    | -     | -   |
| Furniture and Office Equipment                  | -  | 455 | 5   | 509   | 509   | 509   | 74    | -     | -   |
| <b>Machinery and Equipment</b>                  | -  | -   | 86  | 125   | 574   | 574   | 357   | 400   | -   |
| Machinery and Equipment                         | -  | -   | 86  | 125   | 574   | 574   | 357   | 400   | -   |
| <b>Transport Assets</b>                         | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Transport Assets                                | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| <b>Land</b>                                     | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Land  |    |     |     |       |       |       |       |       |     |
| <b>Zoo's, Marine and Non-biological Animals</b> | -  | -   | -   | -     | -     | -     | -     | -     | -   |
| Zoo's, Marine and Non-biological Animals        |    |     |     |       |       |       |       |       |     |
| <b>Total Capital Expenditure on new assets</b>  | 1  | 81  | 455 | 261   | 4 109 | 5 408 | 5 408 | 4 368 | 400 |



|   |   |   |   |       |       |       |       |       |   |
|---|---|---|---|-------|-------|-------|-------|-------|---|
| 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  |   |   |   |       |       |       |       |       |   |
| <b>Heritage assets</b>  | - | - | - | -     | -     | -     | -     | -     | - |
| Monuments   |   |   |   |       |       |       |       |       |   |
| Historic Buildings  |   |   |   |       |       |       |       |       |   |
| Works of Art  |   |   |   |       |       |       |       |       |   |
| Conservation Areas  |   |   |   |       |       |       |       |       |   |
| Other Heritage  |   |   |   |       |       |       |       |       |   |
| <b>Investment properties</b>                                  | - | - | - | -     | -     | -     | -     | -     | - |
| Revenue Generating  | - | - | - | -     | -     | -     | -     | -     | - |
| Improved Property   |   |   |   |       |       |       |       |       |   |
| Unimproved Property   |   |   |   |       |       |       |       |       |   |
| Non-revenue Generating  | - | - | - | -     | -     | -     | -     | -     | - |
| Improved Property   |   |   |   |       |       |       |       |       |   |
| Unimproved Property   |   |   |   |       |       |       |       |       |   |
| <b>Other assets</b>   | - | - | - | -     | -     | -     | -     | -     | - |
| 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  |   |   |   |       |       |       |       |       |   |
| <b>Biological or Cultivated Assets</b>                        | - | - | - | -     | -     | -     | -     | -     | - |
| Biological or Cultivated Assets                               |   |   |   |       |       |       |       |       |   |
| <b>Intangible Assets</b>                                      | - | - | - | 3 000 | 5 000 | 5 000 | 5 000 | -     | - |
| Servitudes  |   |   |   |       |       |       |       |       |   |
| Licences and Rights   | - | - | - | 3 000 | 5 000 | 5 000 | 5 000 | -     | - |
| Water Rights  |   |   |   |       |       |       |       |       |   |
| Effluent Licenses   |   |   |   |       |       |       |       |       |   |
| Solid Waste Licenses  |   |   |   |       |       |       |       |       |   |
| Computer Software and Applications                            | - | - | - | 3 000 | 5 000 | 5 000 | 5 000 | -     | - |
| Load Settlement Software Applications                         |   |   |   |       |       |       |       |       |   |
| Unspecified   |   |   |   |       |       |       |       |       |   |
| <b>Computer Equipment</b>                                     | - | - | - | -     | -     | -     | -     | -     | - |
| Computer Equipment  |   |   |   |       |       |       |       |       |   |
| <b>Furniture and Office Equipment</b>                         | - | - | - | -     | -     | -     | 5     | -     | - |
| Furniture and Office Equipment                                | - | - | - | -     | -     | -     | 5     | -     | - |
| <b>Machinery and Equipment</b>                                | - | - | - | 60    | 60    | 60    | 78    | -     | - |
| Machinery and Equipment                                       | - | - | - | 60    | 60    | 60    | 78    | -     | - |
| <b>Transport Assets</b>                                       | - | - | - | -     | -     | -     | 2 000 | -     | - |
| Transport Assets  | - | - | - | -     | -     | -     | 2 000 | -     | - |
| <b>Land</b>   | - | - | - | -     | -     | -     | -     | -     | - |
| Land  |   |   |   |       |       |       |       |       |   |
| <b>Zoo's, Marine and Non-biological Animals</b>               | - | - | - | -     | -     | -     | -     | -     | - |
| Zoo's, Marine and Non-biological Animals                      |   |   |   |       |       |       |       |       |   |
| <b>Total Capital Expenditure on renewal of existing asset</b> | 1 | - | - | -     | 3 060 | 5 060 | 5 060 | 7 083 | - |



|  |       |       |       |       |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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                                   | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| <b>Heritage assets</b>                           | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Monuments  |       |       |       |       |       |       |       |       |       |
| Historic Buildings                               |       |       |       |       |       |       |       |       |       |
| Works of Art                                     |       |       |       |       |       |       |       |       |       |
| Conservation Areas                               |       |       |       |       |       |       |       |       |       |
| Other Heritage                                   |       |       |       |       |       |       |       |       |       |
| <b>Investment properties</b>                     | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Revenue Generating                               | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Improved Property                                |       |       |       |       |       |       |       |       |       |
| Unimproved Property                              |       |       |       |       |       |       |       |       |       |
| Non-revenue Generating                           | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Improved Property                                |       |       |       |       |       |       |       |       |       |
| Unimproved Property                              |       |       |       |       |       |       |       |       |       |
| <b>Other assets</b>                              | 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                                | 330   | 568   | 1 679 | 3 135 | 3 055 | 3 055 | 3 079 | 3 231 | 3 255 |
| Pay/Enquiry Points                               |       |       |       |       |       |       |       |       |       |
| Building Plan Offices                            |       |       |       |       |       |       |       |       |       |
| Workshops  |       |       |       |       |       |       |       |       |       |
| Yards  |       |       |       |       |       |       |       |       |       |
| Stores   |       |       |       |       |       |       |       |       |       |
| Laboratories                                     |       |       |       |       |       |       |       |       |       |
| Training Centres                                 |       |       |       |       |       |       |       |       |       |
| Manufacturing Plant                              |       |       |       |       |       |       |       |       |       |
| Depots   |       |       |       |       |       |       |       |       |       |
| Capital Spares                                   |       |       |       |       |       |       |       |       |       |
| Housing  | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Staff Housing                                    |       |       |       |       |       |       |       |       |       |
| Social Housing                                   |       |       |       |       |       |       |       |       |       |
| Capital Spares                                   |       |       |       |       |       |       |       |       |       |
| <b>Biological or Cultivated Assets</b>           | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Biological or Cultivated Assets                  |       |       |       |       |       |       |       |       |       |
| <b>Intangible Assets</b>                         | 1 940 | 2 086 | 2 268 | 4 400 | 4 400 | 4 400 | 2 541 | 2 645 | 2 736 |
| Servitudes                                       |       |       |       |       |       |       |       |       |       |
| 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 |
| <b>Computer Equipment</b>                        | 19    | 6     | 4     | 20    | 20    | 20    | 20    | 20    | 20    |
| Computer Equipment                               | 19    | 6     | 4     | 20    | 20    | 20    | 20    | 20    | 20    |
| <b>Furniture and Office Equipment</b>            | 423   | 400   | 409   | 549   | 589   | 589   | 499   | 520   | 538   |
| Furniture and Office Equipment                   | 423   | 400   | 409   | 549   | 589   | 589   | 499   | 520   | 538   |
| <b>Machinery and Equipment</b>                   | 274   | 253   | 332   | 356   | 374   | 374   | 260   | 272   | 283   |
| Machinery and Equipment                          | 274   | 253   | 332   | 356   | 374   | 374   | 260   | 272   | 283   |
| <b>Transport Assets</b>                          | 48    | 224   | 117   | 225   | 225   | 225   | 30    | 32    | 33    |
| Transport Assets                                 | 48    | 224   | 117   | 225   | 225   | 225   | 30    | 32    | 33    |
| <b>Land</b>                                      | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Land   |       |       |       |       |       |       |       |       |       |
| <b>Zoo's, Marine and Non-biological Animals</b>  | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Zoo's, Marine and Non-biological Animals         |       |       |       |       |       |       |       |       |       |
| <b>Total Repairs and Maintenance Expenditure</b> | 1     | 3 071 | 3 591 | 4 823 | 8 776 | 8 704 | 8 704 | 6 468 | 6 763 |
| <b>R&amp;M as a % of PPE</b>                     |       | 6.2%  | 6.5%  | 9.1%  | 15.1% | 14.6% | 14.6% | 12.9% | 12.0% |
| <b>R&amp;M as % Operating Expenditure</b>        |       | 2.6%  | 3.3%  | 4.0%  | 6.0%  | 5.8%  | 5.8%  | 6.4%  | 4.2%  |

**DC9 Frances Baard - Supporting Table SA34d Depreciation by asset class**

[illegible]

|   |       |       |       |       |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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                                  |       |       |       |       |       |       |       |       |       |
| <b>Heritage assets</b>                          | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Monuments                                       |       |       |       |       |       |       |       |       |       |
| Historic Buildings                              |       |       |       |       |       |       |       |       |       |
| Works of Art                                    |       |       |       |       |       |       |       |       |       |
| Conservation Areas                              |       |       |       |       |       |       |       |       |       |
| Other Heritage                                  | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| <b>Investment properties</b>                    | -     | -     | -     | -     | -     | -     | 14    | 14    | 14    |
| Revenue Generating                              | -     | -     | -     | -     | -     | -     | 14    | 14    | 14    |
| Improved Property                               | -     | -     | -     | -     | -     | -     | 14    | 14    | 14    |
| Unimproved Property                             | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Non-revenue Generating                          | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Improved Property                               |       |       |       |       |       |       |       |       |       |
| Unimproved Property                             |       |       |       |       |       |       |       |       |       |
| <b>Other assets</b>                             | -     | 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                                  |       |       |       |       |       |       |       |       |       |
| <b>Biological or Cultivated Assets</b>          | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Biological or Cultivated Assets                 |       |       |       |       |       |       |       |       |       |
| <b>Intangible Assets</b>                        | 166   | 167   | 116   | 89    | 89    | 89    | 316   | 40    | 31    |
| Servitudes                                      | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Licences and Rights                             | 166   | 167   | 116   | 89    | 89    | 89    | 316   | 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                                     | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| <b>Computer Equipment</b>                       | 546   | 414   | 511   | 465   | 465   | 465   | 606   | 692   | 601   |
| Computer Equipment                              | 546   | 414   | 511   | 465   | 465   | 465   | 606   | 692   | 601   |
| <b>Furniture and Office Equipment</b>           | 549   | 384   | 458   | 300   | 300   | 300   | 451   | 409   | 456   |
| Furniture and Office Equipment                  | 549   | 384   | 458   | 300   | 300   | 300   | 451   | 409   | 456   |
| <b>Machinery and Equipment</b>                  | 386   | 206   | 938   | 357   | 357   | 357   | 1 151 | 1 134 | 601   |
| Machinery and Equipment                         | 386   | 206   | 938   | 357   | 357   | 357   | 1 151 | 1 134 | 601   |
| <b>Transport Assets</b>                         | 1 547 | 1 095 | 933   | 1 265 | 1 265 | 1 265 | 307   | 193   | 111   |
| Transport Assets                                | 1 547 | 1 095 | 933   | 1 265 | 1 265 | 1 265 | 307   | 193   | 111   |
| <b>Land</b>                                     | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Land  | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| <b>Zoo's, Marine and Non-biological Animals</b> | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| Zoo's, Marine and Non-biological Animals        |       |       |       |       |       |       |       |       |       |
| <b>Total Depreciation</b>                       | 1     | 3 877 | 3 105 | 3 801 | 3 706 | 3 706 | 3 648 | 3 277 | 2 609 |

## DC9 Frances Baard - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

[illegible]



|  |     |       |        |       |       |       |       |       |        |
|--|-----|-------|--------|-------|-------|-------|-------|-------|--------|
| Airports   |     |       |        |       |       |       |       |       |        |
| Taxi Ranks/Bus Terminals   |     |       |        |       |       |       |       |       |        |
| Capital Spares   |     |       |        |       |       |       |       |       |        |
| Sport and Recreation Facilities                                  | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Indoor Facilities  |     |       |        |       |       |       |       |       |        |
| Outdoor Facilities   |     |       |        |       |       |       |       |       |        |
| Capital Spares   |     |       |        |       |       |       |       |       |        |
| <b>Heritage assets</b>   | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Monuments  |     |       |        |       |       |       |       |       |        |
| Historic Buildings   |     |       |        |       |       |       |       |       |        |
| Works of Art   |     |       |        |       |       |       |       |       |        |
| Conservation Areas   |     |       |        |       |       |       |       |       |        |
| Other Heritage   |     |       |        |       |       |       |       |       |        |
| <b>Investment properties</b>                                     | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Revenue Generating   | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Improved Property  |     |       |        |       |       |       |       |       |        |
| Unimproved Property  |     |       |        |       |       |       |       |       |        |
| Non-revenue Generating   | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Improved Property  |     |       |        |       |       |       |       |       |        |
| Unimproved Property  |     |       |        |       |       |       |       |       |        |
| <b>Other assets</b>  | -   | 5 394 | -      | 1 000 | 1 000 | 1 000 | -     | -     | -      |
| Operational Buildings  | -   | 5 394 | -      | 1 000 | 1 000 | 1 000 | -     | -     | -      |
| Municipal Offices  | -   | 5 394 | -      | 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   |     |       |        |       |       |       |       |       |        |
| <b>Biological or Cultivated Assets</b>                           | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Biological or Cultivated Assets                                  |     |       |        |       |       |       |       |       |        |
| <b>Intangible Assets</b>   | 149 | -     | -      | -     | -     | -     | -     | -     | -      |
| Servitudes   |     |       |        |       |       |       |       |       |        |
| Licences and Rights  | 149 | -     | -      | -     | -     | -     | -     | -     | -      |
| Water Rights   |     |       |        |       |       |       |       |       |        |
| Effluent Licenses  |     |       |        |       |       |       |       |       |        |
| Solid Waste Licenses   |     |       |        |       |       |       |       |       |        |
| Computer Software and Applications                               | 149 | -     | -      | -     | -     | -     | -     | -     | -      |
| Load Settlement Software Applications                            |     |       |        |       |       |       |       |       |        |
| Unspecified  |     |       |        |       |       |       |       |       |        |
| <b>Computer Equipment</b>  | 196 | 636   | 621    | 30    | 130   | 130   | 98    | -     | -      |
| Computer Equipment   | 196 | 636   | 621    | 30    | 130   | 130   | 98    | -     | -      |
| <b>Furniture and Office Equipment</b>                            | 81  | 801   | 64     | 49    | 40    | 40    | 51    | -     | 5      |
| Furniture and Office Equipment                                   | 81  | 801   | 64     | 49    | 40    | 40    | 51    | -     | 5      |
| <b>Machinery and Equipment</b>                                   | 120 | 129   | 21     | 493   | 488   | 488   | 580   | -     | -      |
| Machinery and Equipment  | 120 | 129   | 21     | 493   | 488   | 488   | 580   | -     | -      |
| <b>Transport Assets</b>  | -   | 1 780 | -      | -     | -     | -     | -     | -     | -      |
| Transport Assets   | -   | 1 780 | -      | -     | -     | -     | -     | -     | -      |
| <b>Land</b>  | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Land   |     |       |        |       |       |       |       |       |        |
| <b>Zoo's, Marine and Non-biological Animals</b>                  | -   | -     | -      | -     | -     | -     | -     | -     | -      |
| Zoo's, Marine and Non-biological Animals                         |     |       |        |       |       |       |       |       |        |
| <b>Total Capital Expenditure on upgrading of existing assets</b> | 1   | 546   | 8 740  | 705   | 1 572 | 1 658 | 1 658 | 729   | 5      |
| <b>Upgrading of Existing Assets as % of total capex</b>          |     | 0.0%  | 95.1%  | 73.0% | 18.0% | 13.7% | 13.7% | 6.0%  | 100.0% |
| <b>Upgrading of Existing Assets as % of deprecn*</b>             |     | 14.1% | 281.5% | 18.6% | 42.4% | 44.7% | 44.7% | 20.0% | 0.2%   |

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

| Vote Description                          | Ref | 2021/22 Medium Term Revenue & Expenditure Framework |                           |                           | Forecasts           |                     |                     |               |
|---|-----|---|---------------------------|---------------------------|---------------------|---------------------|---------------------|---------------|
|   |     | Budget Year<br>2021/22                              | Budget Year +1<br>2022/23 | Budget Year +2<br>2023/24 | Forecast<br>2024/25 | Forecast<br>2025/26 | Forecast<br>2026/27 | Present value |
| <b>R thousand</b>                         |     |   |                           |                           |                     |                     |                     |               |
| <b>Capital expenditure</b>                | 1   |   |                           |                           |                     |                     |                     |               |
| 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 15 - Other                           |     | –   | –                         | –                         | –                   | –                   | –                   | –             |
| List entity summary if applicable         |     |   |                           |                           |                     |                     |                     |               |
| <b>Total Capital Expenditure</b>          |     | 12 179  | 400                       | 5                         | –                   | –                   | –                   | –             |
| <b>Future operational costs by vote</b>   | 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         |     |   |                           |                           |                     |                     |                     |               |
| <b>Total future operational costs</b>     |     | –   | –                         | –                         | –                   | –                   | –                   | –             |
| <b>Future revenue by source</b>           | 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         |     |   |                           |                           |                     |                     |                     |               |
| <b>Total future revenue</b>               |     | 7 350   | 7 350                     | 7 350                     | –                   | –                   | –                   | –             |
| <b>Net Financial Implications</b>         |     | 4 829   | (6 950)                   | (7 345)                   | –                   | –                   | –                   | –             |

DC9 Frances Baard - Supporting Table SA36 Detailed capital budget

| R thousand   |  |                     |                |  |                      |      |                                |                                    |                        |               |               |              |                         | 2021/22 Medium Term Revenue & Expenditure Framework |                     |                        |                        |   |  |  |  |  |  |  |  |  |
|--|--|---------------------|----------------|--|----------------------|------|--------------------------------|------------------------------------|------------------------|---------------|---------------|--------------|-------------------------|---|---------------------|------------------------|------------------------|---|--|--|--|--|--|--|--|--|
|  | Function                                     | Project Description | Project Number | Type   | MTSF Service Outcome | IUDF | Own Strategic Objectives       | Asset Class                        | Asset Sub-Class        | Ward Location | GPS Longitude | GPS Latitude | 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:<br><i>List all capital projects grouped by Function</i> |  |                     |                |  |                      |      |                                |                                    |                        |               |               |              |                         |   |                     |                        |                        |   |  |  |  |  |  |  |  |  |
| Executive And Council  | on-Infrastructure:New:Furniture And Office E | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | 500                     | 39  | –                   | –                      | –                      | 5 |  |  |  |  |  |  |  |  |
| Executive And Council  | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      | ent; effective and development-oriented public | Governance           |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | –                       | 9   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Astructure:Existing:Renewal:Intangible Ass   | –                   | RENEWAL        | ent; effective and development-oriented public | Governance           |      | Licences And Rights            | Computer Software And Applications | R-ADMIN OR HEAD OFFICE | 0             | 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             | 0             | –            | 60                      | 78  | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Capital:Non-Infrastructure:Existing:Renewal  | –                   | RENEWAL        |  | Governance           |      | Transport Assets               | Transport Assets                   | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | –                       | 2 000   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Capital:Non-Infrastructure:New:Computer E    | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Computer Equipment             | Computer Equipment                 | R-ADMIN OR HEAD OFFICE | 0             | 0             | 170          | 1 260                   | 860   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Capital:Non-Infrastructure:New:Furniture Ar  | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 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             | 0             | 71           | 5                       | 148   | 400                 | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      | ent; effective and development-oriented public | Governance           |      | Operational Buildings          | Municipal Offices                  | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | 1 000                   | –   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      | ent; effective and development-oriented public | Governance           |      | Computer Equipment             | Computer Equipment                 | R-ADMIN OR HEAD OFFICE | 0             | 0             | 621          | 130                     | 98  | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      | ent; effective and development-oriented public | Governance           |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | 64           | 17                      | –   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Finance And Administration   | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      |  | Governance           |      | Machinery And Equipment        | Machinery And Equipment            | R-ADMIN OR HEAD OFFICE | 0             | 0             | 21           | 238                     | 80  | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Community And Social Services  | Capital:Non-Infrastructure:New:Furniture Ar  | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 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             | 0             | –            | 100                     | 195   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Community And Social Services  | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      | ent; effective and development-oriented public | Governance           |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | 8                       | –   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Community And Social Services  | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      |  | Governance           |      | Machinery And Equipment        | Machinery And Equipment            | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | –                       | 500   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Community And Social Services  | Capital:Non-Infrastructure:New:Other Asset   | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Operational Buildings          | Municipal Offices                  | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | 3 065                   | 3 065   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Planning And Development   | Capital:Non-Infrastructure:New:Furniture Ar  | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 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             | 0             | 15           | –                       | –   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Planning And Development   | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      | ent; effective and development-oriented public | Governance           |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | 15                      | 14  | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Environmental Protection   | Capital:Non-Infrastructure:New:Computer E    | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Computer Equipment             | Computer Equipment                 | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | –                       | 12  | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Environmental Protection   | Capital:Non-Infrastructure:New:Furniture Ar  | –                   | NEW            | ent; effective and development-oriented public | Growth               |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | –                       | 7   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Environmental Protection   | Capital:Non-Infrastructure:New:Machinery A   | –                   | NEW            |  | Growth               |      | Machinery And Equipment        | Machinery And Equipment            | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | 469                     | 14  | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Environmental Protection   | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      | ent; effective and development-oriented public | Governance           |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | –                       | 28  | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Environmental Protection   | Capital:Non-Infrastructure:Existing:Upgradr  | –                   | UPGRADING      |  | Governance           |      | Machinery And Equipment        | Machinery And Equipment            | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | 250                     | –   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Other  | Capital:Non-Infrastructure:Existing:Renewa   | –                   | RENEWAL        | ent; effective and development-oriented public | Governance           |      | Furniture And Office Equipment | Furniture And Office Equipment     | R-ADMIN OR HEAD OFFICE | 0             | 0             | –            | –                       | 5   | –                   | –                      | –                      | – |  |  |  |  |  |  |  |  |
| Parent Capital expenditure   |  |                     |                |  |                      |      |                                |                                    |                        |               |               | 967          | 12 126                  | 12 179  | 400                 | 5                      |                        |   |  |  |  |  |  |  |  |  |
| Entities:<br><i>List all capital projects grouped by Entity</i>              |  |                     |                |  |                      |      |                                |                                    |                        |               |               |              |                         |   |                     |                        |                        |   |  |  |  |  |  |  |  |  |
| Entity A<br>Water project A  |  |                     |                |  |                      |      |                                |                                    |                        |               |               |              |                         |   |                     |                        |                        |   |  |  |  |  |  |  |  |  |
| Entity B<br>Electricity project B  |  |                     |                |  |                      |      |                                |                                    |                        |               |               |              |                         |   |                     |                        |                        |   |  |  |  |  |  |  |  |  |
| Entity Capital expenditure   |  |                     |                |  |                      |      |                                |                                    |                        |               |               | –            | –                       | –   | –                   | –                      |                        |   |  |  |  |  |  |  |  |  |
| Total Capital expenditure  |  |                     |                |  |                      |      |                                |                                    |                        |               |               | 967          | 12 126                  | 12 179  | 400                 | 5                      |                        |   |  |  |  |  |  |  |  |  |

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

[illegible]

DC9 Frances Baard - Supporting Table SA38 Consolidated detailed operational projects

| thousand  | Function  | Project Description | Project Number           | Type  | MTSF Service Outcome | IUDF                     | Own Strategic Objectives               | Asset Class        | Asset Sub-Class | Ward Location | GPS Longitude | GPS Latitude | Prior year outcomes     |   | 2021/22 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|---|---------------------|--------------------------|---|----------------------|--------------------------|--|--------------------|-----------------|---------------|---------------|--------------|-------------------------|---|---|------------------------|------------------------|
|   |   |                     |                          |   |                      |                          |  |                    |                 |               |               |              | 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:<br>List all operational projects grouped by Function |   |                     |                          |   |                      |                          |  |                    |                 |               |               |              |                         |   |   |                        |                        |
| Executive And Council   | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of life, responsive and sustainable social p | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 16 803       | 22 558                  | 21 399                                  | 21 764  | 22 744                 |                        |
| Executive And Council   | O_Two_Csd_Elderly   | -                   | Work Streams             | ie, responsive and sustainable social p   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 27           | 25                      | 55                                      | 55  | 65                     |                        |
| Executive And Council   | O_Two_Csd_Gender Development  | -                   | Work Streams             | ie, responsive and sustainable social p   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 46           | 90                      | 202                                     | 82  | 82                     |                        |
| Executive And Council   | O_Two_Csd_Youth Projects, Youth Development   | -                   | Work Streams             | ie, responsive and sustainable social p   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 256          | 401                     | 25                                      | 25  | 25                     |                        |
| Executive And Council   | Operational/Typical Work Streams/Communication And Public Participation/Public Part       | -                   | Work Streams             | man settlements and improved quality of   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | -                       | 100                                     | 100   | 100                    |                        |
| Executive And Council   | Operational/Typical Work Streams/Community Development/Child Programmes                   | -                   | Work Streams             | ie, responsive and sustainable social p   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 53           | 55                      | 25                                      | 25  | 25                     |                        |
| Executive And Council   | Operational/Typical Work Streams/Community Development/Disability                         | -                   | Work Streams             | ie, responsive and sustainable social p   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 58           | 300                     | 30                                      | 30  | 30                     |                        |
| Executive And Council   | Operational/Typical Work Streams/Community Development/Food Security And Self H           | -                   | Work Streams             | ie, responsive and sustainable social p   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 216          | 220                     | 150                                     | 150   | 150                    |                        |
| Executive And Council   | Operational/Typical Work Streams/Community Development/Social Development Prog            | -                   | Work Streams             | ie, responsive and sustainable social p   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | 5                       | 30                                      | 30  | 30                     |                        |
| Executive And Council   | Operational/Typical Work Streams/Integrated Public Transport Network                      | -                   | Work Streams             | effective and development-oriented p  | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 13           | 500                     | -                                       | -   | -                      |                        |
| Finance And Administration  | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 39 765       | 48 442                  | 50 538                                  | 52 402  | 54 155                 |                        |
| Finance And Administration  | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | 150                     | -                                       | -   | -                      |                        |
| Finance And Administration  | O_Two_Financial Mngt Grant_Financial Statements   | -                   | Work Streams             | accountable, effective and efficient loc  | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 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 loc  | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 65           | -                       | 100                                     | 100   | 100                    |                        |
| Finance And Administration  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Condition Base        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Computer Equipment                     | MIN OR HEAD Q      |                 | 0             | 0             | 4            | 20                      | 20                                      | 20  | 20                     |                        |
| Finance And Administration  | Default Transactions  | -                   | Default Transactions     | accountable, effective and efficient loc  | Governance           | SPAL STRATEGIC OBJECTIVE | Financial Performance Indicators       | MIN OR HEAD Q      |                 | 0             | 0             | (0)          | -                       | -                                       | -   | -                      |                        |
| Finance And Administration  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Furniture And Office Equipment         | MIN OR HEAD Q      |                 | 0             | 0             | 385          | 589                     | 469                                     | 490   | 508                    |                        |
| Finance And Administration  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Licences And Rights                    | UNSPECIFIED        | MIN OR HEAD Q   |               | 0             | 0            | 2 145                   | 2 631                                   | 2 339   | 2 436                  | 2 518                  |
| Finance And Administration  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Machinery And Equipment                | MIN OR HEAD Q      |                 | 0             | 0             | 62           | 85                      | 51                                      | 53  | 65                     |                        |
| Finance And Administration  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Operational Buildings                  | MIN OR HEAD Q      |                 | 0             | 0             | 512          | 507                     | 498                                     | 523   | 544                    |                        |
| Finance And Administration  | O_Mai_Ninf_Pm_Jb_Transport Assets   | -                   | Preventative Maintenance | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE | Transport Assets                       | MIN OR HEAD Q      |                 | 0             | 0             | 6            | 38                      | 30                                      | 32  | 33                     |                        |
| Internal Audit  | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 2 828        | 3 787                   | 3 571                                   | 3 772   | 3 928                  |                        |
| Internal Audit  | Operational/Maintenance-Infrastructure/Preventative Maintenance/Condition Based Info      | -                   | Preventative Maintenance | effective and responsive economic infra   | Governance           | SPAL STRATEGIC OBJECTIVE | Information And Communication Infrastr | MIN OR HEAD Q      |                 | 0             | 0             | 15           | 40                      | 40                                      | 42  | 45                     |                        |
| Community And Social Services   | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 6 298        | 7 978                   | 9 684                                   | 9 945   | 9 860                  |                        |
| Community And Social Services   | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | -                       | 252                                     | 441   | 459                    |                        |
| Community And Social Services   | O_Two_Emergency & Disaster Mngt_Disaster Management                                       | -                   | Work Streams             | ie, responsive and sustainable social p   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 85           | 108                     | 103                                     | 114   | 119                    |                        |
| Community And Social Services   | Operational/Typical Work Streams/Emergency And Disaster Management/Annual Rev             | -                   | Work Streams             | ie, responsive and sustainable social p   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | 500                     | -                                       | -   | -                      |                        |
| Community And Social Services   | Operational/Typical Work Streams/Emergency And Disaster Management/Disaster Rel           | -                   | Work Streams             | ie, responsive and sustainable social p   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 514          | 1 120                   | 500                                     | 525   | 546                    |                        |
| Community And Social Services   | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Machinery And Equipment                | MIN OR HEAD Q      |                 | 0             | 0             | 259          | 266                     | 188                                     | 198   | 206                    |                        |
| Community And Social Services   | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Machinery And Equipment                | MIN OR HEAD Q      |                 | 0             | 0             | 11           | 24                      | 21                                      | 22  | 22                     |                        |
| Housing   | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 2 232        | 2 310                   | 3 361                                   | 3 519   | 3 649                  |                        |
| Housing   | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 771          | 860                     | 860                                     | -   | 860                    |                        |
| Planning And Development  | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 12 527       | 19 331                  | 19 115                                  | 20 167  | 21 061                 |                        |
| Planning And Development  | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 2 159        | 1 650                   | 1 990                                   | 1 139   | 1 202                  |                        |
| Planning And Development  | O_Two_Sm&D_Ib Implementation And Monitoring   | -                   | Work Streams             | accountable, effective and efficient loc  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | -                       | 5                                       | 6   | 6                      |                        |
| Planning And Development  | Operational/Typical Work Streams/City Cleanlines And Clean-Up/Clean-Up Actions            | -                   | Work Streams             | improve our environmental assets and re   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 983          | -                       | -                                       | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/District Initiatives And Assistance To Municipalities As | -                   | Work Streams             | enable workforce to support an inclua   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-DIKGATLONG       |                 | 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 | -                   | Work Streams             | enable workforce to support an inclua   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-MAGARENG         |                 | 0             | 0             | 4 631        | 4 000                   | 5 300                                   | 2 500   | 2 500                  |                        |
| Planning And Development  | Operational/Typical Work Streams/District Initiatives And Assistance To Municipalities As | -                   | Work Streams             | enable workforce to support an inclua   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-PHOKWANE         |                 | 0             | 0             | 4 236        | 4 000                   | 5 300                                   | 2 500   | 2 500                  |                        |
| Planning And Development  | Operational/Typical Work Streams/District Initiatives And Assistance To Municipalities As | -                   | Work Streams             | enable workforce to support an inclua   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-SOL PLATJAE      |                 | 0             | 0             | 7 500        | 4 500                   | 5 200                                   | 2 500   | 2 500                  |                        |
| Planning And Development  | Operational/Typical Work Streams/Emergency And Disaster Management/Annual Rev             | -                   | Work Streams             | ie, responsive and sustainable social p   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | -                       | 550                                     | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/Local Economic Development/Compilation Of Plan           | -                   | Work Streams             | effective and development-oriented p  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 110          | 90                      | -                                       | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/Local Economic Development/Project Implementat           | -                   | Work Streams             | effective and development-oriented p  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 416          | 2 213                   | 920                                     | 770   | 270                    |                        |
| Planning And Development  | Operational/Typical Work Streams/Research And Development                                 | -                   | Work Streams             | effective and development-oriented p  | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | -            | -                       | 4 000                                   | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/Spatial Planning   | -                   | Work Streams             | effective and development-oriented p  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | -            | 233                     | 400                                     | 420   | 440                    |                        |
| Planning And Development  | Operational/Typical Work Streams/Spatial Planning   | -                   | Work Streams             | effective and development-oriented p  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-MAGARENG         |                 | 0             | 0             | 168          | 393                     | 30                                      | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/Spatial Planning   | -                   | Work Streams             | effective and development-oriented p  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-PHOKWANE         |                 | 0             | 0             | 70           | 170                     | 84                                      | 210   | 220                    |                        |
| Planning And Development  | Operational/Typical Work Streams/Spatial Planning   | -                   | Work Streams             | effective and development-oriented p  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | -                       | 120                                     | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/Strategic Management And Governance/Governme             | -                   | Work Streams             | accountable, effective and efficient loc  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-MAGARENG         |                 | 0             | 0             | -            | -                       | 220                                     | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/Strategic Management And Governance/Governme             | -                   | Work Streams             | accountable, effective and efficient loc  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | 300                     | -                                       | -   | -                      |                        |
| Planning And Development  | Operational/Typical Work Streams/Strategic Management And Governance/Idp Plann            | -                   | Work Streams             | accountable, effective and efficient loc  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | 50                      | 303                                     | 58  | 63                     |                        |
| Planning And Development  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Licences And Rights                    | UNSPECIFIED        | MIN OR HEAD Q   |               | 0             | 0            | -                       | 1 575                                   | -   | -                      | -                      |
| Planning And Development  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Licences And Rights                    | UNSPECIFIED        | MIN OR HEAD Q   |               | 0             | 0            | 123                     | 134                                     | 141   | 140                    | 157                    |
| Planning And Development  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Condition Base        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Operational Buildings                  | UNSPECIFIED        | MIN OR HEAD Q   |               | 0             | 0            | 1 167                   | 2 543                                   | 2 576   | 2 703                  | 2 706                  |
| Planning And Development  | O_Mai_Ninf_Pm_Jb_Transport Assets   | -                   | Preventative Maintenance | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE | Transport Assets                       | MIN OR HEAD Q      |                 | 0             | 0             | 111          | 187                     | -                                       | -   | -                      |                        |
| Environmental Protection  | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 4 472        | 6 019                   | 6 933                                   | 7 283   | 7 554                  |                        |
| Environmental Protection  | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 7            | 26                      | 25                                      | 25  | 25                     |                        |
| Environmental Protection  | Operational/Typical Work Streams/District Initiatives And Assistance To Municipalities As | -                   | Work Streams             | enable workforce to support an inclua   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | 450                     | 200                                     | -   | -                      |                        |
| Environmental Protection  | Operational/Typical Work Streams/Drinking Water Quality                                   | -                   | Work Streams             | provid and healthy life for all South Afr   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | -            | 90                      | 104                                     | 104   | 104                    |                        |
| Environmental Protection  | Operational/Typical Work Streams/Emergency And Disaster Management/Disaster Rel           | -                   | Work Streams             | ie, responsive and sustainable social p   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | -            | 2 000                   | 650                                     | -   | -                      |                        |
| Environmental Protection  | Operational/Typical Work Streams/Environmental/Air Quality Management                     | -                   | Work Streams             | improve our environmental assets and re   | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 7            | 5                       | 14                                      | 14  | 14                     |                        |
| Environmental Protection  | Operational/Typical Work Streams/Environmental/Environmental Health                       | -                   | Work Streams             | improve our environmental assets and re   | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 1 218        | 2 121                   | 3 129                                   | 3 590   | 4 092                  |                        |
| Environmental Protection  | Operational/Typical Work Streams/Health And Welfare/Municipal Health Service              | -                   | Work Streams             | provid and healthy life for all South Afr   | Inclusion and Access | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 3            | -                       | -                                       | -   | -                      |                        |
| Environmental Protection  | Operational/Typical Work Streams/Spatial Planning   | -                   | Work Streams             | effective and development-oriented p  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 168          | 370                     | 390                                     | 390   | 390                    |                        |
| Environmental Protection  | Operational/Typical Work Streams/Strategic Management And Governance/Strategic P          | -                   | Work Streams             | accountable, effective and efficient loc  | Spatial Integration  | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 196          | -                       | -                                       | -   | -                      |                        |
| Environmental Protection  | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Furniture And Office Equipment         | MIN OR HEAD Q      |                 | 0             | 0             | 24           | -                       | 30                                      | 30  | 30                     |                        |
| Other   | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-ADMIN OR HEAD Q  |                 | 0             | 0             | 1 785        | 1 844                   | 2 488                                   | 2 050   | 2 125                  |                        |
| Other   | O_Municipal Running Cost  | M123                | Municipal Running Cost   | man settlements and improved quality of   | Governance           | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 370          | 350                     | 472                                     | 446   | 470                    |                        |
| Other   | Operational/Typical Work Streams/Tourism/Research On Tourism                              | -                   | Work Streams             | effective and development-oriented p  | Growth               | SPAL STRATEGIC OBJECTIVE |  | R-PHOKWANE         |                 | 0             | 0             | 45           | -                       | 5                                       | 5   | 6                      |                        |
| Other   | Operational/Typical Work Streams/Tourism/Tourism Development                              | -                   | Work Streams             | effective and development-oriented p  | Growth               | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 56           | 75                      | 20                                      | -   | -                      |                        |
| Other   | Operational/Typical Work Streams/Tourism/Tourism Projects                                 | -                   | Work Streams             | effective and development-oriented p  | Growth               | SPAL STRATEGIC OBJECTIVE |  | R-WHOLE OF THE DIS |                 | 0             | 0             | 232          | 514                     | 789                                     | 810   | 833                    |                        |
| Other   | Operational/Maintenance-Non-Infrastructure/Preventative Maintenance/Interval Based        | -                   | Preventative Maintenance | effective and development-oriented p  | Governance           | SPAL STRATEGIC OBJECTIVE | Licences And Rights                    | UNSPECIFIED        | MIN OR HEAD Q   |               | 0             | 0            | -                       | 60                                      | 60  | 60                     | 60                     |
| Parent Operational expenditure  |   |                     |                          |   |                      |                          |  |                    |                 |               |               | 0            | 120 175                 | 153 104                                 | 161 708   | 147 605                | 152 887                |
| Entities:<br>List all Operational projects grouped by Entity              |   |                     |                          |   |                      |                          |  |                    |                 |               |               |              |                         |   |   |                        |                        |
| Entity A  | Water project A   |                     |                          |   |                      |                          |  |                    |                 |               |               |              |                         |   |   |                        |                        |
| Entity B  | Electricity project B   |                     |                          |   |                      |                          |  |                    |                 |               |               |              |                         |   |   |                        |                        |
| Entity Operational expenditure  |   |                     |                          |   |                      |                          |  |                    |                 |               |               | -            | -                       | -                                       | -   | -                      |                        |
| Total Operational expenditure   |   |                     |                          |   |                      |                          |  |                    |                 |               |               | 120 175      | 153 104                 | 161 708                                 | 147 605   | 152 887                |                        |

***SERVICE DELIVERY & BUDGET  
IMPLEMENTATION PLAN***

# **FRANCES BAARD DISTRICT MUNICIPALITY**



## **DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021 / 2022**

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

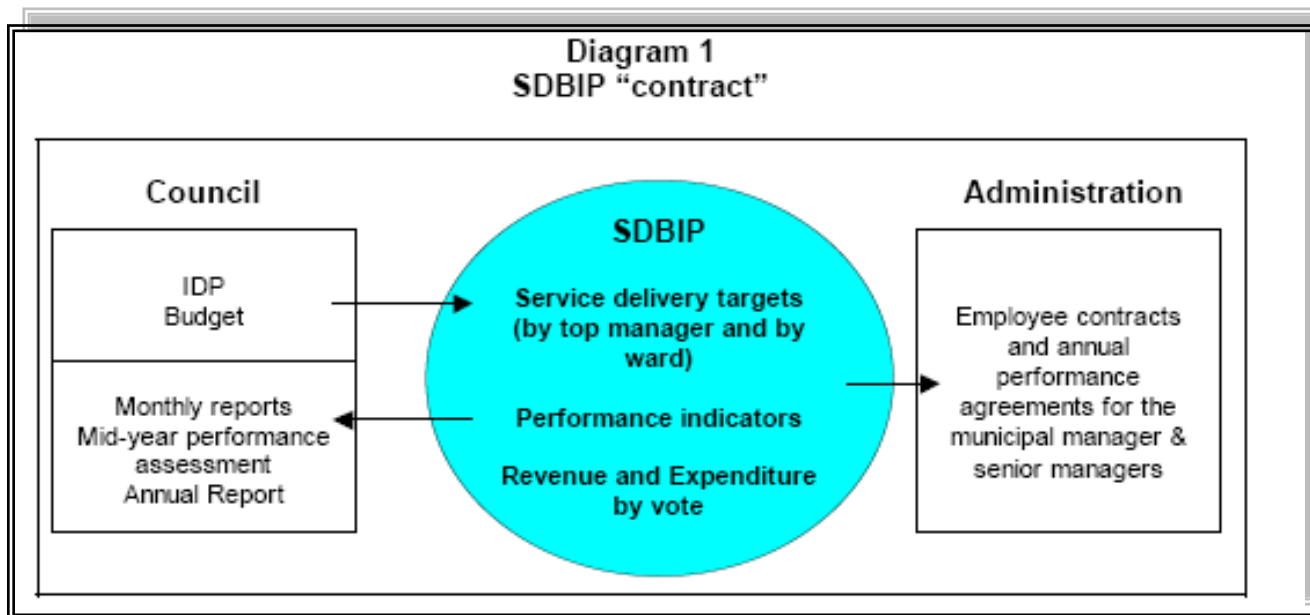
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## 1. INTRODUCTION

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.



## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

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.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

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/departamental 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   |
|--|---|
| Introduction                           | <ul style="list-style-type: none"><li>• Legislative description of the SDBIP</li><li>• Components of the SDBIP</li></ul>  |
| Capital Works Plan                     | <ul style="list-style-type: none"><li>• Three-year capital works plan</li><li>• Spatial Development Framework</li><li>• A list of key capital projects to be implemented in the budget year broken down according to municipalities</li></ul>   |
| High level Service Delivery Breakdown  | <ul style="list-style-type: none"><li>• Municipal score card showing KPI's and targets</li></ul>  |
| Budget Implementation Plan for 2020/21 | <ul style="list-style-type: none"><li>• Monthly projections of revenue to be collected by source</li><li>• Monthly projections of expenditure of operating, and revenue for each vote</li><li>• Monthly projection of capital by vote</li></ul> |
| Conclusion                             | <ul style="list-style-type: none"><li>• SDBIP as significant monitoring tool</li></ul>  |

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.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

- 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         | Current Year 2020/21 |                 |                    | 2020/21 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| 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                 | –   | –                      | –                      |
| <b>Total Capital Expenditure - Vote</b>   | <b>627</b>      | <b>9,195</b>    | <b>967</b>      | <b>8,740</b>         | <b>12,126</b>   | <b>12,126</b>      | <b>12,179</b>                                       | <b>400</b>             | <b>5</b>               |

### 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.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| Description                             | 2017/18         | 2018/19         | 2019/20         | Current Year 2020/21 |                 |                    | 2020/21 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| 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 |
| <b><u>OPERATIONAL: O&amp;M</u></b>      |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <i>Dikgatlong Municipality (NC092)</i>  | 3,400           |                 | 1,975           | 2,500                | 2,500           | 4,000              | 1,500   | 2,500                  | 2,500                  |
| <i>Magareng Municipality (NC093)</i>    | 4,100           |                 | 2,914           | 2,500                | 2,500           | 4,000              | 1,500   | 2,500                  | 2,500                  |
| <i>Phokwane Municipality (NC094)</i>    | 2,278           |                 | 2,236           | 2,500                | 2,500           | 4,000              | 1,500   | 2,500                  | 2,500                  |
| <i>Sol Plaatje Municipality (NC091)</i> | 2,500           |                 | 5,500           | 2,500                | 2,500           | 4,500              | 1,500   | 2,500                  | 2,500                  |
| <b><u>CAPITAL</u></b>                   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <i>(NC092) Dikgatlong Municipality</i>  | 3,400           | 1,750           | 1,904           | –                    | –               | –                  | 3,500   | –                      | –                      |
| <i>(NC093) Magareng Municipality</i>    | 2,278           | 1,364           | 1,690           | –                    | –               | –                  | 3,500   | –                      | –                      |
| <i>(NC094) Phokwane Municipality</i>    | 2,500           |                 | 2,000           | –                    | –               | –                  | 3,500   | –                      | –                      |
| <i>(NC091) Sol Plaatje Municipality</i> | 6,227           | 3,029           | 2,000           | –                    | –               | –                  | 3,500   | –                      | –                      |
| <b>Total Operational and Capital</b>    | <b>26,683</b>   | <b>6,142</b>    | <b>20,219</b>   | <b>10,000</b>        | <b>10,000</b>   | <b>16,500</b>      | <b>20,000</b>                                       | <b>10,000</b>          | <b>10,000</b>          |

### 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.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

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:**

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| FBDM PERFORMANCE PLAN / SCORE-CARD - 2021/2022 |   |     |  |            |  |                                   |   |                       |               |               |               |
|--|---|-----|--|------------|--|-----------------------------------|---|-----------------------|---------------|---------------|---------------|
| KEY PERFORMANCE AREA (KPA's)                   |   |     | KEY PERFORMANCE INDICATORS (KPI's)   | Baseline   | Annual Targets   | Measure                           | Verification                              | Quarterly Projections |               |               |               |
| IDP OBJECTIVES                                 |   |     |  | 30/06/2021 | 2021/2022  | Unit                              | PoE                                       | 1st Qtr.              | 2nd Qtr.      | 3rd Qtr.      | 4th Qtr.      |
|  | KPA 1: SUSTAINABLE MUNICIPAL INFRASTRUCTURE AND BASIC SERVICE DELIVERY.   |     |  |            |  |                                   |   |                       |               |               |               |
|  | Programme Management and Advisory Services  |     |  |            |  |                                   |   |                       |               |               |               |
| 1  | To assist LMs with infrastructure upgrading, operations and maintenance.  | 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             |
|  |   | 1.2 | 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  | To support the provision of potable water, sanitation facilities, electricity and streets and storm water households in the district. | 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             |
|  |   | 4.2 | 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             |
|  | Housing Unit  |     |  |            |  |                                   |   |                       |               |               |               |
| 5  | To Facilitate the reduction of the housing backlog.   | 5.1 | Number of human settlements sector plans reviewed.   |            | 4  | Number of plans reviewed          | Draft sector plans                        | –                     | –             | –             | 4             |
|  |   | 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             |



# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

|    | FBDM PERFORMANCE PLAN / SCORE-CARD - 2021/2022               |      |  |            |                                 |            |                   |                       |          |          |          |
|----|--|------|--|------------|---------------------------------|------------|-------------------|-----------------------|----------|----------|----------|
|    | KEY PERFORMANCE AREA (KPA's)                                 |      | KEY PERFORMANCE INDICATORS (KPI's)   | Baseline   | Annual Targets                  | Measure    | Verification      | Quarterly Projections |          |          |          |
|    | IDP OBJECTIVES   |      |  | 30/06/2021 | 2021/2022                       | Unit       | PoE               | 1st Qtr.              | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
|    | KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED)                      |      |  |            |                                 |            |                   |                       |          |          |          |
|    | Local Economic 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%     |
|    | Tourism Unit   |      |  |            |                                 |            |                   |                       |          |          |          |
| 12 | To promote tourism in the Frances Baard District             | 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%     |
|    |  | 12.2 | Percentage implementation of annual action plan to facilitate strategic partnerships and participation of role players |            | Tourism association             | % Progress | Quarterly Reports | 100%                  | 100%     | 100%     | 100` %   |

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

|    | KEY PERFORMANCE AREA (KPA's)   | KEY PERFORMANCE INDICATORS (KPI's) |  | Baseline                                     | Annual Targets                           | Measure                                      | Verification      | Quarterly Projections |          |          |          |
|----|--|------------------------------------|--|--|--|--|-------------------|-----------------------|----------|----------|----------|
|    | IDP OBJECTIVES   |                                    |  | 30/06/2020                                   | 2020/21                                  | Unit   | PoE               | 1st Qtr.              | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
|    | KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION.   |                                    |  |  |  |  |                   |                       |          |          |          |
|    | Environmental Health Management  |                                    |  |  |  |  |                   |                       |          |          |          |
| 13 | To monitor and enforce national environmental health norms and standards in the Frances Baard district | 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      |
|    |  | 13.3                               | 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       |
|    |  | 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 | To implement and monitor environmental planning and management in the Frances Baard district           | 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       |
|    |  | 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        |
|    |  | 14.3                               | 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        |

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| FBDM PERFORMANCE PLAN / SCORE-CARD - 2021/2022 |   |                                    |   |            |   |                              |                     |                       |          |          |          |
|--|---|------------------------------------|---|------------|---|------------------------------|---------------------|-----------------------|----------|----------|----------|
|  | KEY PERFORMANCE AREA (KPA's)  | KEY PERFORMANCE INDICATORS (KPI's) |   | Baseline   | Annual Targets                          | Measure                      | Verification        | Quarterly Projections |          |          |          |
|  | IDP OBJECTIVES  |                                    |   | 30/06/2021 | 2021/2022                               | Unit                         | PoE                 | 1st Qtr.              | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
|  | KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION continue...   |                                    |   |            |   |                              |                     |                       |          |          |          |
|  | Disaster Management   |                                    |   |            |   |                              |                     |                       |          |          |          |
| 15   | To support local municipalities with the implementation of Disaster Management Legislation                                    | 15.1                               | Number of volunteers trained on disaster risk management.   |            | 20 volunteers trained                   | Number of volunteers trained | Quarterly reports   | -                     | 20       | -        | -        |
|  |   | 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                               | Percentage response to requests on disastrous incidents in the local municipalities.                    |            | 100% response to all requests received  | % Assistance                 | Quarterly reports   | 100%                  | 100%     | 100%     | 100%     |
| 17   | To develop institutional capacity and acquire resources for fire fighting services for 3 LMs                                  | 17.1                               | Percentage maintenance of fire fighting equipment in the 3LMs   |            | 100%                                    | % Maintenance                | Quarterly reports   | 100%                  | 100%     | 100%     | 100%     |
|  |   | 17.2                               | Percentage progress on the establishment of the fire fighting satellite station (completion of phase 2) |            | 100% Completed phase 2                  | % Progress                   | Quarterly reports   | 100%                  | 100%     | 100%     | 100%     |
| 18   | To ensure effective internal security measures  | 18.1                               | Percentage implementation of the security maintenance plan  |            | 100% maintenance                        | % Maintenance                | Quarterly reports   | 100%                  | 100%     | 100%     | 100%     |
|  | Human Resource Management   |                                    |   |            |   |                              |                     |                       |          |          |          |
| 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                               | Number of reports on the support provided to LMs  |            | 4 Quarterly reports                     | Number of reports            | Quarterly reports   | 1                     | 1        | 1        | 1        |
|  | Records Management and Office support   |                                    |   |            |   |                              |                     |                       |          |          |          |
| 21   | To comply with the provincial archives act at FBDM and support the LMs towards compliance by 2022                             | 21.1                               | Percentage compliance with the provincial archives act in FBDM  |            | 100%                                    | % Compliance                 | Quarterly reports   | 100%                  | 100%     | 100%     | 100%     |
|  |   | 21.2                               | Number of reports on the support provided to LMs  |            | 4 Quarterly reports                     | Number of reports            | Quarterly reports   | 1                     | 1        | 1        | 1        |
| 22   | To provide effective and efficient office support functions   | 22.1                               | Number of progress reports on office support functions  |            | 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%     |

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| FBDM PERFORMANCE PLAN / SCORE-CARD - 2021/2022                 |  |                                       |  |            |  |                   |                   |                       |          |          |          |
|--|--|---------------------------------------|--|------------|--|-------------------|-------------------|-----------------------|----------|----------|----------|
|  | KEY PERFORMANCE AREA (KPA's)   | KEY PERFORMANCE INDICATORS<br>(KPI's) |  | Baseline   | Annual<br>Targets  | Measure           | Verification      | Quarterly Projections |          |          |          |
|  | IDP OBJECTIVES   |                                       |  | 30/06/2021 | 2021/2022  | Unit              | PoE               | 1st Qtr.              | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
| KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION continue.. |  |                                       |  |            |  |                   |                   |                       |          |          |          |
|  | Information Communication Technology (ICT)   |                                       |  |            |  |                   |                   |                       |          |          |          |
| 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 three LMs   | 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        |
|  |  | 25.2                                  | Number of reports produced on the technical support provided to LMs                                |            | 4x reports   | Number of reports | Quarterly reports | 1                     | 1        | 1        | 1        |
|  | Integrated Development 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 Planning   |                                       |  |            |  |                   |                   |                       |          |          |          |
| 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 relevant legislation | 29.1                                  | Percentage processing of land development applications received                                    |            | 100% processed applications received                               | % Progress        | Quarterly reports | 100%                  | 100%     | 100%     | 100%     |
|  |  | 29.2                                  | Percentage progress on the review of the SDF   |            | 2x SDFs reviewed   | % Progress        | Reviewed SDFs     | -                     | 100%     | 100%     | 100%     |

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| FBDM PERFORMANCE PLAN / SCORE-CARD - 2021/2022 |   |                                    |  |            |   |   |  |                       |          |          |          |
|--|---|------------------------------------|--|------------|---|---|--|-----------------------|----------|----------|----------|
| KEY PERFORMANCE AREA (KPA's)                   |   | KEY PERFORMANCE INDICATORS (KPI's) |  | Baseline   | Annual Targets  | Measure                                     | Verification                                   | Quarterly Projections |          |          |          |
| IDP OBJECTIVES                                 |   |                                    |  | 30/06/2021 | 2021/2022   | Unit  | PoE  | 1st Qtr.              | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
|  | KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION continue..                                  |                                    |  |            |   |   |  |                       |          |          |          |
|  | Geographic Information System   |                                    |  |            |   |   |  |                       |          |          |          |
| 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 Management 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 GOVERNANCE AND PUBLIC PARTICIPATION   |                                    |  |            |   |   |  |                       |          |          |          |
|  | Communication 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%     |
|  | Risk Management   |                                    |  |            |   |   |  |                       |          |          |          |
| 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 | % Progress                                  | Quarterly reports                              | 100%                  | 100%     | 100%     | 100%     |
| 36   | To prevent and manage fraud and corruption in the district.                                     | 36.1                               | Percentage implementation of fraud prevention policies and strategies in FBDM.                               |            | 100% implementation of fraud prevention programme               | % Progress                                  | Quarterly reports                              | –                     | 100%     | –        | –        |
|  |   | 36.2                               | Percentage implementation of fraud management plan for two LMs   |            | 100% implementation of fraud management plan                    | % Progress                                  | Fraud awareness report                         | –                     | 100%     | –        | –        |

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| FBDM PERFORMANCE PLAN / SCORE-CARD - 2021/2022 |   |                                    |   |                                     |  |                     |  |                       |          |          |          |
|--|---|------------------------------------|---|-------------------------------------|--|---------------------|--|-----------------------|----------|----------|----------|
|  | KEY PERFORMANCE AREA (KPA's)  | KEY PERFORMANCE INDICATORS (KPI's) |   | Baseline                            | Annual Targets                                       | Measure             | Verification   | Quarterly Projections |          |          |          |
|  | IDP OBJECTIVES  |                                    |   | 30/06/2021                          | 2021/2022  | Unit                | PoE  | 1st Qtr.              | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
|  | KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION continue...   |                                    |   |                                     |  |                     |  |                       |          |          |          |
|  | Internal Audit  |                                    |   |                                     |  |                     |  |                       |          |          |          |
| 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               | % Implementation    | Quarterly reports  | 100%                  | 100%     | 100%     | 100%     |
|  | Legal and Compliance 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 Committee 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 committees and council meetings | % Compliance        | Signed agendas and minutes of Council and committee meetings | 100%                  | 100%     | 100%     | 100%     |
|  | Youth Services  |                                    |   |                                     |  |                     |  |                       |          |          |          |
| 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        |
|  |   | 41.2                               | Number of youth development programmes coordinated  |                                     | 5 Youth development programmes                       | Number of platforms | Quarterly Reports  | 1                     | 1        | 1        | 2        |
|  | Special Programmes  |                                    |   |                                     |  |                     |  |                       |          |          |          |
| 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%     |

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| FBDM PERFORMANCE PLAN / SCORE-CARD - 2021/2022 |  |                                    |  |            |                       |              |                             |                       |          |          |          |
|--|--|------------------------------------|--|------------|-----------------------|--------------|-----------------------------|-----------------------|----------|----------|----------|
|  | KEY PERFORMANCE AREA (KPA's)   | KEY PERFORMANCE INDICATORS (KPI's) |  | Baseline   | Annual Targets        | Measure      | Verification                | Quarterly Projections |          |          |          |
|  | IDP OBJECTIVES   |                                    |  | 30/06/2021 | 2021/2022             | Unit         | PoE                         | 1st Qtr.              | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
|  | KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT.                                     |                                    |  |            |                       |              |                             |                       |          |          |          |
|  | Budget 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.

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| VOTE   | July          |               |               | August        |               |               | September     |               |               | October       |               |               | November      |               |               | December      |               |               |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   |
| <b><u>Executive &amp; Council</u></b>                    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| Council  | 917           | 4             | 0             | 917           | 4             | 0             | 917           | 4             | 0             | 917           | 4             | 0             | 917           | 4             | 0             | 917           | 4             | 0             |
| Municipal Manager  | 214           | 0             | 0             | 214           | 0             | 0             | 214           | 0             | 0             | 214           | 0             | 0             | 214           | 0             | 0             | 214           | 0             | 0             |
| Committee Services & Administration                      | 126           | 0             | 0             | 126           | 0             | 0             | 126           | 0             | 0             | 126           | 0             | 0             | 126           | 0             | 0             | 126           | 0             | 0             |
| Internal Audit   | 315           | 0             | 0             | 315           | 0             | 0             | 315           | 0             | 0             | 315           | 0             | 0             | 315           | 0             | 0             | 315           | 0             | 0             |
| Communications   | 205           | 2             | 0             | 205           | 2             | 0             | 205           | 2             | 0             | 205           | 2             | 0             | 205           | 2             | 0             | 205           | 2             | 0             |
| Risk Unit  | 125           | 0             | 0             | 125           | 0             | 0             | 125           | 0             | 0             | 125           | 0             | 0             | 125           | 0             | 0             | 125           | 0             | 0             |
| Political Office - Administration                        | 402           | 0             | 0             | 402           | 0             | 0             | 402           | 0             | 0             | 402           | 0             | 0             | 402           | 0             | 0             | 402           | 0             | 0             |
| Youth Unit   | 176           | 0             | 0             | 176           | 0             | 0             | 176           | 0             | 0             | 176           | 0             | 0             | 176           | 0             | 0             | 176           | 0             | 0             |
| Legal & Compliance                                       | 98            | 0             | 0             | 98            | 0             | 0             | 98            | 0             | 0             | 98            | 0             | 0             | 98            | 0             | 0             | 98            | 0             | 0             |
| <b><u>Budget &amp; Treasury</u></b>                      |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 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           | 0             |
| Finance: Supply Chain Management                         | 313           | 0             | 0             | 313           | 0             | 0             | 313           | 0             | 0             | 313           | 0             | 0             | 313           | 0             | 0             | 313           | 0             | 0             |
| Finance: Motor Vehicle Pool                              | 106           | 167           | 0             | 106           | 167           | 0             | 106           | 167           | 0             | 106           | 167           | 0             | 106           | 167           | 0             | 106           | 167           | 0             |
| <b><u>Corporate Services</u></b>                         |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| Director: Administration                                 | 166           | 0             | 0             | 166           | 0             | 0             | 166           | 0             | 0             | 166           | 0             | 0             | 166           | 0             | 0             | 166           | 0             | 0             |
| Information Systems                                      | 376           | 85            | 0             | 376           | 85            | 0             | 376           | 85            | 0             | 376           | 85            | 0             | 376           | 85            | 0             | 376           | 85            | 0             |
| Human Resource Management                                | 482           | 0             | 0             | 482           | 0             | 0             | 482           | 0             | 0             | 482           | 0             | 0             | 482           | 0             | 0             | 482           | 0             | 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             | 0             |
| Environmental Health                                     | 935           | 5             | 0             | 935           | 5             | 0             | 935           | 5             | 0             | 935           | 5             | 0             | 935           | 5             | 0             | 935           | 5             | 0             |
| Firefighting & Disaster Management                       | 900           | 314           | 22            | 900           | 314           | 22            | 900           | 314           | 22            | 900           | 314           | 22            | 900           | 314           | 22            | 900           | 314           | 22            |
| <b><u>Planning &amp; Development</u></b>                 |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 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             | 0             | 585           | 0             | 0             | 585           | 0             | 0             | 585           | 0             | 0             | 585           | 0             | 0             |
| GIS Management   | 173           | 0             | 0             | 319           | 0             | 0             | 319           | 0             | 0             | 319           | 0             | 0             | 319           | 0             | 0             | 319           | 0             | 0             |
| Spacial Planning   | 291           | 0             | 0             | 173           | 0             | 0             | 173           | 0             | 0             | 173           | 0             | 0             | 173           | 0             | 0             | 173           | 0             | 0             |
| Tourism  | 319           | 0             | 0             | 291           | 0             | 0             | 291           | 0             | 0             | 291           | 0             | 0             | 291           | 0             | 0             | 291           | 0             | 0             |
| IDP Management   | 194           | 0             | 0             | 194           | 0             | 0             | 194           | 0             | 0             | 194           | 0             | 0             | 194           | 0             | 0             | 194           | 0             | 0             |
| <b><u>Project Management &amp; Advisory Services</u></b> |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 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             | 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             | 0             |
| <b>Total by Vote</b>                                     | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> |



# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

| VOTE  | January       |               |               | February      |               |               | March         |               |               | April         |               |               | May           |               |               | June          |               |               | Total          |               |                |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|----------------|
|   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000  | Capex<br>R000 | Rev<br>R000   | Opex<br>R000   | Capex<br>R000 | Rev<br>R000    |
| <b><u>Vote1: Executive &amp; Council</u></b>                    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |                |
| 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              |
| <b><u>Vote2 - Budget &amp; Treasury</u></b>                     |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |                |
| 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              |
| <b><u>Vote3: Corporate Services</u></b>                         |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |                |
| 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            |
| <b><u>Vote4: Planning &amp; Development</u></b>                 |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |                |
| 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              |
| <b><u>Vote5: Project Management &amp; Advisory Services</u></b> |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |                |
| 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              |
| <b>Total by Vote</b>  | <b>13,501</b> | <b>1,093</b>  | <b>12,147</b> | <b>13,501</b> | <b>1,093</b>  | <b>12,147</b> | <b>13,501</b> | <b>1,013</b>  | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>13,501</b> | <b>993</b>    | <b>12,147</b> | <b>162,012</b> | <b>12,137</b> | <b>145,767</b> |

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

### 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 2021/22 |              |              |              |              |              |              |              |              |              |              |              | 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 |                     |              |              |              |              |              |              |              |              |              |              |              | -   | -                      | -                      |
| <b>Total Capital Expenditure</b>                | <b>1,015</b>        | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>1,015</b> | <b>12,179</b>                                 | <b>400</b>             | <b>5</b>               |

### 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<br>R 000 | August<br>R 000 | September<br>R 000 | October<br>R 000 | November<br>R 000 | December<br>R 000 | January<br>R 000 | February<br>R 000 | March<br>R 000 | April<br>R 000 | May<br>R 000  | June<br>R 000 | Total<br>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          |
| <b>Total Revenue by Source</b>         | <b>12,147</b> | <b>12,147</b>   | <b>12,147</b>      | <b>12,147</b>    | <b>12,147</b>     | <b>12,147</b>     | <b>12,147</b>    | <b>12,147</b>     | <b>12,147</b>  | <b>12,147</b>  | <b>12,147</b> | <b>12,147</b> | <b>145,767</b> |

## 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.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

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*

**APPROVED BY:**

**DATE:** \_\_\_\_\_

\_\_\_\_\_  
*Executive Mayor*

***SCHEDULE OF SERVICE  
DELIVERY STANDARDS***

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

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

| Standard   | Description | Service Level  |
|--|-------------|--|
| <b>Financial Management</b>  |             |  |
| 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  |
| Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans? |             | 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. |
| <b>Administration</b>  |             |  |
| 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 it 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  |
| <b>Community safety and licensing services</b>   |             |  |
| 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)   |             |  |
| <b>Economic development</b>  |             |  |
| How many economic development projects does the municipality drive?  |             | 11   |
| 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%  |
| Does the municipality have any incentive plans in place to create an conducive environment for economic development? (Yes/No)                              |             | Yes  |
| <b>Building control</b>  |             |  |
| Approval of Building Plans   |             |  |
| <b>Other Service delivery and communication</b>  |             |  |
| 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)   |             |  |