

FRANCES BAARD DISTRICT MUNICIPALITY



DRAFT BUDGET

2021 / 2022

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QUALITY CERTIFICATE

DC9 Frances Baard District Municipality – Quality Certificate: Draft Budget 2021 / 22

I, ZM Bogatsu, Municipal Manager of Frances Baard District Municipality, hereby certify that the draft 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 April 2021

MAYORAL BUDGET SPEECH



BUDGET SPEECH 2021 - 2022
FRANCES BAARD DISTRICT MUNICIPALITY

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

Madam Speaker,

It is my honour to present to you the budget for the 2021/22 financial year. This is the penultimate budget for the term of office of the current council. Believe me when I say, the road that we travelled to get to where we are now has not been easy, but we have managed to ensure that we put together a credible budget by all extents and purposes.

This speech comes at a time in our lives that we are struggling with one of the worst pandemic that the world has ever faced. The Covid-19 virus has crippled the economies of many countries across the world and it will be years before most of them will recover fully.

South Africa has not been spared this hardship and we are going to have to work very hard as a nation to get back on our feet. It therefore goes without saying that we had to change the way we think about things and do things. We recorded the first death from Covid-19 in our district just last week and our hearts goes out to the family and friends of the individual.

In his state of the nation address in February of this year, the President, Mr Cyril Ramaphosa, reminded us that our capacity to win is not diminished. We have it within ourselves to be the best in the world. These words, now in reflection, could not have been a truer indication that we had to brace ourselves for what was to come.

The budget process we rolled out this year is testament to how much we have been affected by this epidemic. As you know, we always have to engage with stakeholders to ensure that everyone has a say in the drafting of the final budget. This year we had to really embrace the 4th industrial revolution to make sure we get people on board and that we still give them an opportunity to participate in the process.

Madam Speaker, this period forces us to reflect on our lives and the way we have been doing things. Like never before it makes you realise that family and community are the most important thing and we must appreciate what we have.

We continue to cut down on operating expenditures in line with the cost containment regulations, to enable the municipality to continue to invest in capital expenditures in the district.

The above is in line with what the Minister of Finance, Mr Tito Mboweni said in his budget speech in February of this year, that we should lower the cost of doing business.

The Finance Minister also said that the fiscal allocations to local government must help municipalities provide basic services and are a powerful redistribution tool. He said that we must find ways to use the allocations made through the Municipal Infrastructure Grant to ensure that municipalities not only build new infrastructure but also maintain the infrastructure they already have.

Madam Speaker, this budget has been a product of very careful planning and forward thinking to ensure that we do not lose sight of the identified five-year Integrated Development Plan (IDP) priorities. The Municipal Systems Act requires us to ensure financially and economically viable municipalities and essentially this is guided by the IDP, which is our principal strategic planning instrument.

The National Development Plan (NDP) responsibilities in translating this renewed energy into tangible and sustainable economic benefits for all our people includes:

- Creating the right environment for investment;
- Partnering with the social partners to create sustainable employment;
- Dealing decisively with governance and financial failures at state owned companies; and
- Addressing the concentrated and inequitable structure of the economy.

Madam Speaker, statistical figures indicated a rise in unemployment of the last year and this figure would look worse where we are right now. Businesses are not surviving and will need more and more financial support from government. This does not bode well for SMMEs in our district over the coming months.

It is with the above in mind that we have identified through local economic development the 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. Training of SMMEs on business management and leadership will continue.

Through interaction with SMMEs we have noted that despite the significant importance and contribution of small and medium businesses to economic growth, SMMEs are still faced with numerous challenges that hinder their growth, apart from SMME funding and access to finance.

Madam Speaker, despite this gloomy picture, the Frances Baard District Municipality continues to work hard to assist our local municipalities to bring services to communities in the district. I wish to share the following achievements with you:

- Through disaster management, we continue to assist community members who have been affected by disaster through our contingency fund. Local disaster advisory forums have been established to assist local municipalities to prepare for known risk and to implement disaster risk reduction programmes. We also continue to share important information on early warning signs and response and recovery activities through awareness programmes.
- Our building inspectors and housing administrators continue to support and provide technical assistance to the local municipalities, without any cost to these municipalities.
- The district municipality also continues to assist the three local municipalities in the annual review of their Human Settlements Sector Plans and the Chapters for their IDP's. We have also extended the scope of our building inspector in Magareng to assist and support them with the evaluation and facilitate the approval of building plans and inspection of properties.
- FBDM is one of the district municipalities in the country that was identified as a beneficiary of the rural road asset management system grant to assist and support the management of rural roads through the development of a Rural Road Assets Management System. The pilot system is currently operational in the district. The project will yield socio-economic benefits by way of skills development and creation of job opportunities. Our engineering technicians continue to provide technical support to the local municipalities, without any cost to these municipalities.
- Through the Extended Public Works Programme (EPWP) the municipality managed to create 49 temporary jobs opportunities in 2021/22. FBDM has an official dedicated to the EPWP programme to assist and continue identify further opportunities for job creation in the district.

- Through its Environmental Management Framework the municipality proactively identify areas of potential conflict between development proposals and critical/sensitive environments. The municipality currently renders municipal health services in Dikgatlong, Magareng and Phokwane local municipalities. FBDM and Sol Plaatje signed a service level agreement which will allow Sol Plaatje to continue to render municipal health services in their jurisdiction on behalf of FBDM.
- The district planning tribunal which was established in 2016 is operating effectively and is convening monthly meetings, depending on the availability of development applications received from local municipalities.

Madam Speaker, unfortunately successes also come with challenges, and we had our fair share of those over the years. The following challenges needs to be highlighted:

- As reported last year, due to budget constraints the infrastructure allocations to the four local municipalities in the 2020/21 financial year will concentrate on supporting the continued operations and management of infrastructure. Properly working equipment, tools and related assets remains a priority and we must ensure its availability.
- The smaller municipalities in the district are still struggling with financial and technical capacity constraints but despite this we are continuing to provide support in areas such as integrated development planning and financial management amongst others.

The district priorities as identified in the IDP remains the following:

1. Water and sanitation;
2. Roads and storm water;
3. Housing and land development;
4. Electricity;
5. Township establishment;
6. Disaster management

7. Environmental management;
8. Health;
9. Local economic development and youth development; and
10. Clean audit

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 turn around the situation at our local municipalities.

This we are doing through the shared service approach that we have been employing over several years. We have a GIS shared service centre that has an established integrated web-based land viewing application and a fully operational GIS website. Through GIS we have completed land audits to verify assets in almost all our local municipalities to help improve billing systems and asset identification.

Through internal audit we have ensured that we have an effective audit committee that serves not only the district municipality but also two of our local municipalities.

Through risk management we give guidance to the local municipalities to review internal and external risk factors and the legal unit is rendering legal support to municipalities, as they require or ask for our assistance in legal matters.

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 172,2m. The operational budget is R 162,8m and the capital budget is R 9,4m.

Looking at the breakdown of the infrastructure budget, there was an increase of 20% to the 2021/22 budget as compared to the 2020/21 financial year on the allocations to the local municipality, 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 from the Director-General of the World Health Organisation, and I quote, “Health is not a cost; it’s an investment. To live in a secure world, guaranteeing quality health for all is not just the right choice; it’s the smart choice.” - 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 03 03/2021

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

(6/1/1/1 – 2021/22) (OM) (COUNCIL: 31 MARCH 2021)

The Acting Director: Finance reports as follows:

The purpose of this report is to submit the draft 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 on **circular no. 107 & 108**.

Section 16 (2) of the MFMA prescribes that the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year. The IDP strategic session with management was 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.

An annual budget of a municipality must be a schedule in the prescribed format as follows in terms of section 17 of the MFMA:

- a) Setting out realistically anticipated revenue for the budget year from each source;
- b) Appropriating expenditure for the budget year under the different votes of the municipality;
- c) Setting out indicative revenue per revenue source and projected expenditure by vote for two (2) financial years following the budget year;
- d) Setting out-
 - i. Estimated revenue and expenditure by vote for the current year; and
 - ii. Actual revenue and expenditure by vote for the financial year preceding the current year; and
- e) A statement containing any other information required by section 215 (3) of the Constitution or as may be prescribed.

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.

The inflation has grown with only 1.4% and the equitable share grew by 1.8 %. The picture tells us that the municipality has an enormous task to ensure there is a reasonable balance between the expenditure projections with the revenue the municipality will receive through the DoRA Act. The municipality performed an exercise that yielded the results below, however, ensuring that our budget is funded with the accumulated reserves set aside to assist with service delivery at our local municipalities.

The municipality has prepared the draft budget submitted for adoption in a deficit of R15.47million, with a capital budget of R9.96million. The operations of the municipality are funded by government grants and income generated by the municipality. Despite the deficit realized, the district municipality has the duty to support its local municipalities, hence an allocation of R14 million for capital assets and R6 million included in the draft to fund the operation and maintenance of their infrastructure assets.

The budget engagement dates for the finalization of the budget for adoption by 31 May are proposed as follows:

- Budget consultation with Councillors: 22 April 2021
- Budget consultations with other stakeholders: 05 May 2021

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

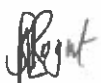
The Municipal Manager, in consultation with the Acting Director: Finance, recommends as follows:

RECOMMENDATIONS

- 1. Council resolves that the draft annual budget of the municipality for the financial year 2021/22 and indicative of 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 Classification) – Table A2 (Pg. B2);**
 - 1.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) – Table A3 (Pg. B3);**
 - 1.4 Budgeted Financial Performance (revenue and expenditure) –Table A4 (Pg B4);**
 - 1.5 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (Pg. B5);**
 - 1.6 Budgeted Financial Position – Table A6 (Pg. B6);**
 - 1.7 Budgeted Cash Flows Table A7 (Pg. B7);**
 - 1.8 Cash backed reserves/accumulated surplus reconciliation – Table A8 (Pg. B8);**
 - 1.9 Asset Management – Table A9 (Pg. B9-10);**
 - 1.10 Basic service delivery measurement table A10 (Pg. B11).**
- 2. Council approves the further refinement of the draft budget with regards to prescribed supporting documentations and consideration of issues raised in the item before final adoption of the budget in May 2021.**

RESOLVED

1. Council resolved that the draft annual budget of the municipality for the financial year 2021/22 and indicative of 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 Classification) – Table A2 (Pg. B2);
 - 1.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) – Table A3 (Pg. B3);
 - 1.4 Budgeted Financial Performance (revenue and expenditure) –Table A4 (Pg B4);
 - 1.5 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (Pg. B5);
 - 1.6 Budgeted Financial Position – Table A6 (Pg. B6);
 - 1.7 Budgeted Cash Flows Table A7 (Pg. B7);
 - 1.8 Cash backed reserves/accumulated surplus reconciliation – Table A8 (Pg. B8);
 - 1.9 Asset Management – Table A9 (Pg. B9-10);
 - 1.10 Basic service delivery measurement table A10 (Pg. B11).
2. Council approved the further refinement of the draft budget with regards to prescribed supporting documentations and consideration of issues raised in the item before final adoption of the budget in May 2021.



Ms. ZM Bogatsu
Municipal Manager

08 April 2021

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 Km² which is quite low and thus necessitates that the production and output of the district needs to be more focused for export purposes, this can be both within SA and or abroad.

- Poor infrastructure for businesses

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

- Poor coordination and support for LED

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

2.7 TOURISM

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

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

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

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

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

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

Overall challenges:

- Lack of functional tourist information centres

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

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

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

- Lack of brand awareness

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

- Community Involvement

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

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

- Local Tourism associations

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

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

- Packaged Tourism experiences (Route development)

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

- Sustainable tourism

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

2.8 ENVIRONMENTAL HEALTH MANAGEMENT

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

The following legislation is applicable for the 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); 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.

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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 2020/21 are summarized as follows:

PRIORITY ISSUES – 2020/21

- Water and Sanitation;
- Roads and storm water;
- Housing & Land Development;
- Electricity;
- Township establishment;
- Disaster Management;
- Environmental Management;
- Health;
- Local economic Development & Youth Development; and
- Clean Audit

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:

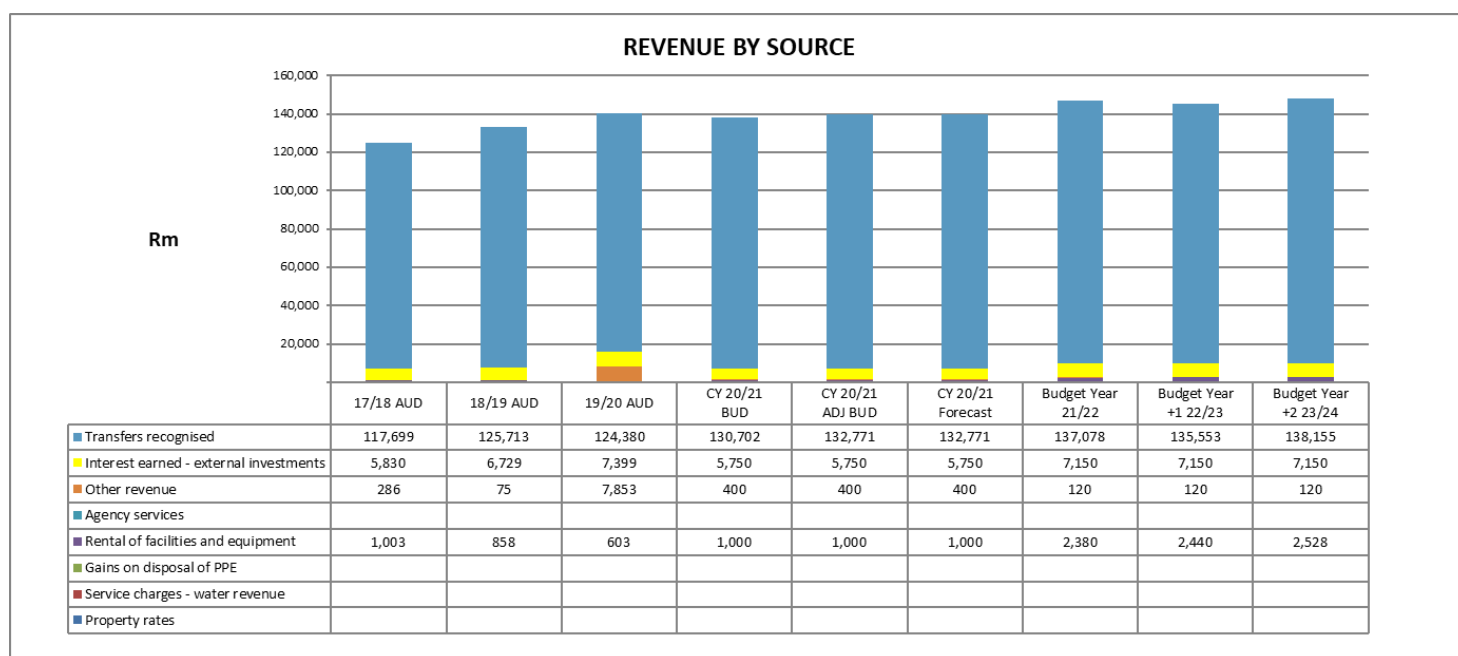
- Facilitation of effective and efficient system of budgeting and reporting, in compliance with applicable legislation;
- To provide an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation; and
- Provide an effective an efficient supply chain 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. DRAFT BUDGET 2021/22 SUMMARY

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

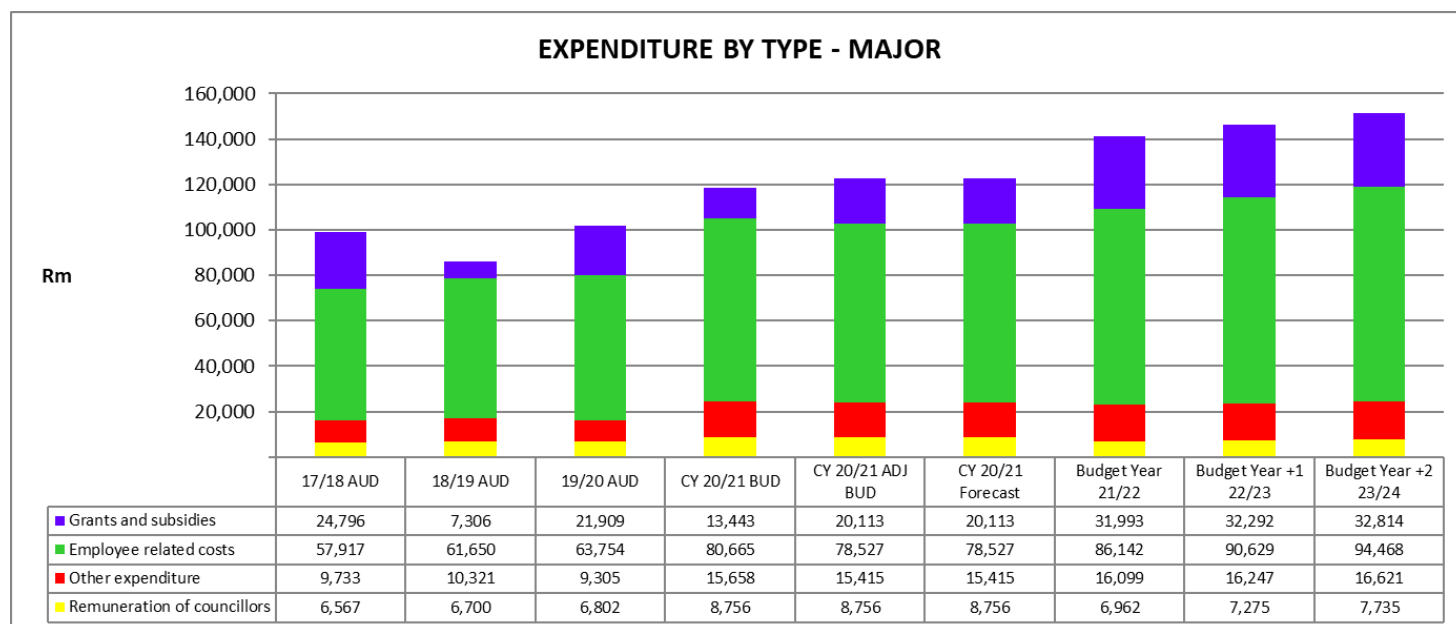


The main source of revenue is still operating grants from government which is 95% of the total revenue. The growth in income is limited to the the current inflation rate and an increase in the GDP that is expected to be 1.2%.

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

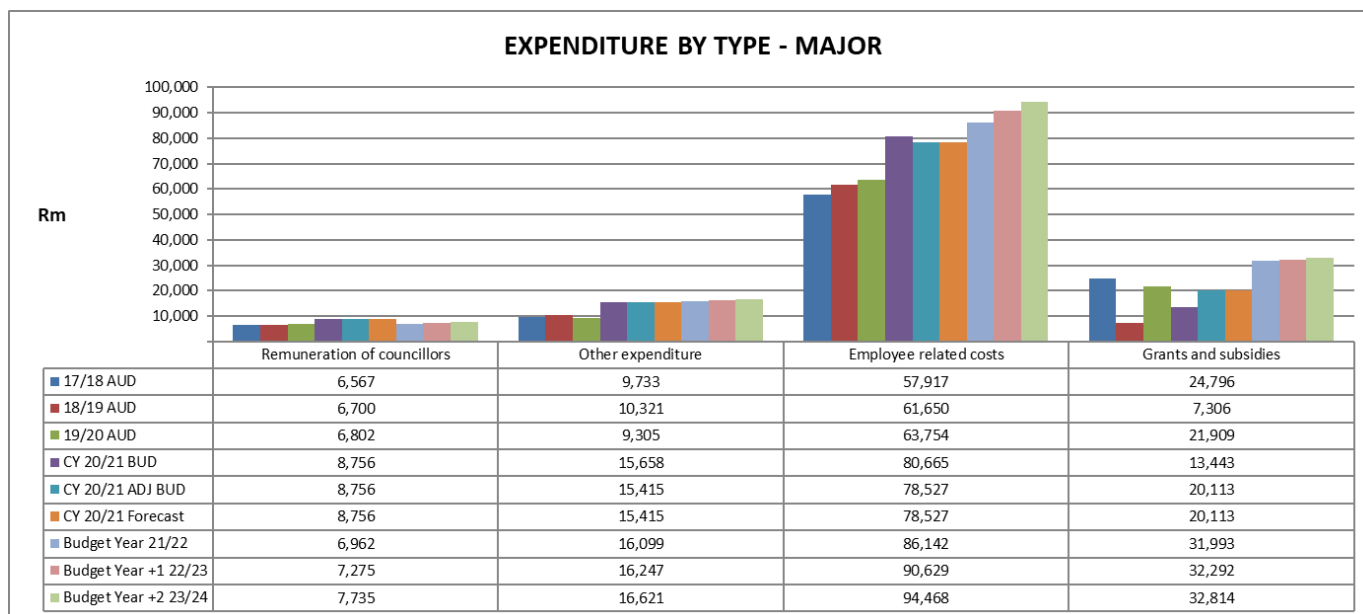
The following graph indicates the main categories of expenditure for the 2021/22 financial year:

Expenditure by Type – Major:



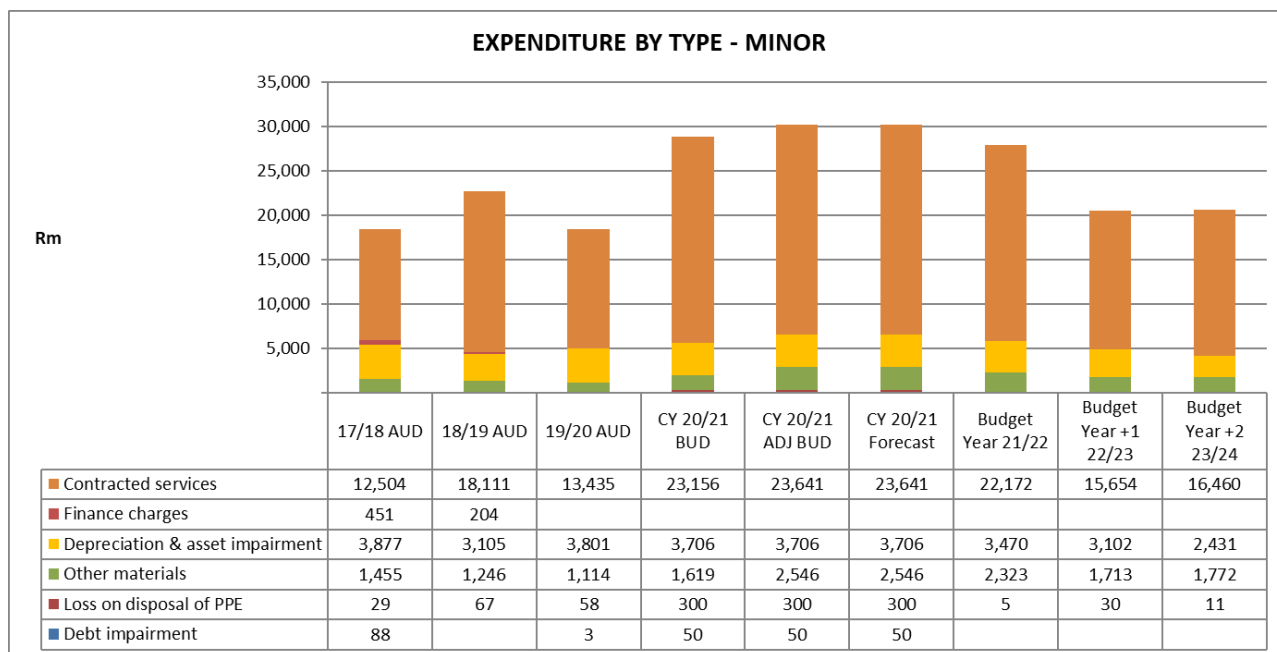
Graph clearly illustrates the increase trends in grants and subsidies of 59.07% for 21/22 as opposed to 20/21 financial year, this is due to an increase of the o&m and capital allocation to local municipalities.

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:

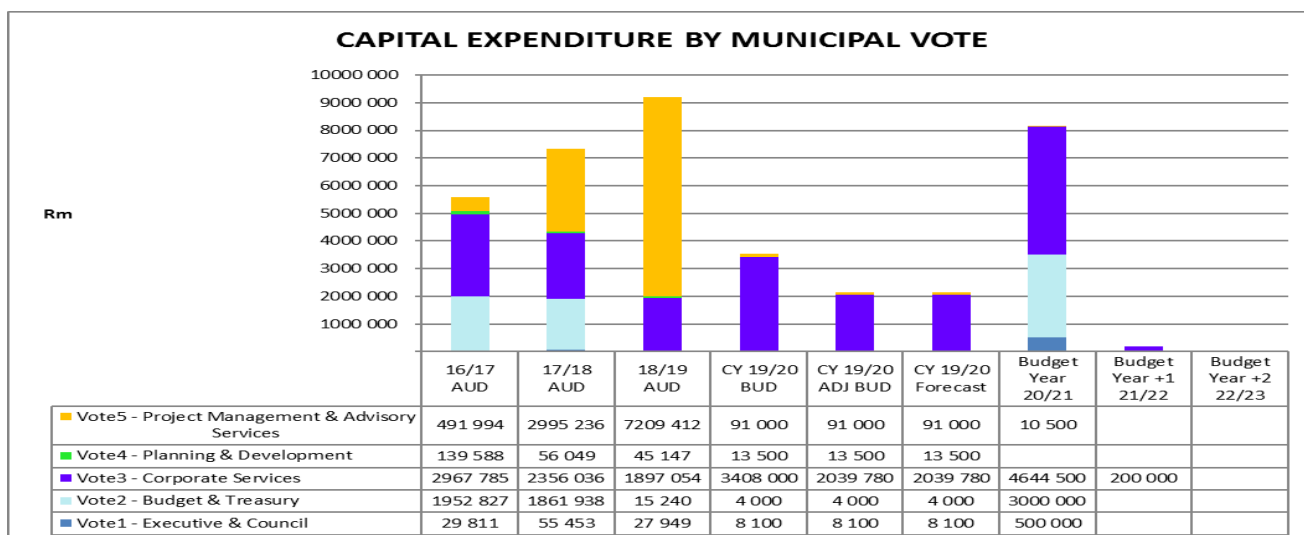
Expenditure relating to minor expenditure consists mainly of finance charges, depreciation & asset impairment, other materials, loss on disposal of PPE and Debt impairment.



8.6 Capital Expenditure – R9, 4 m

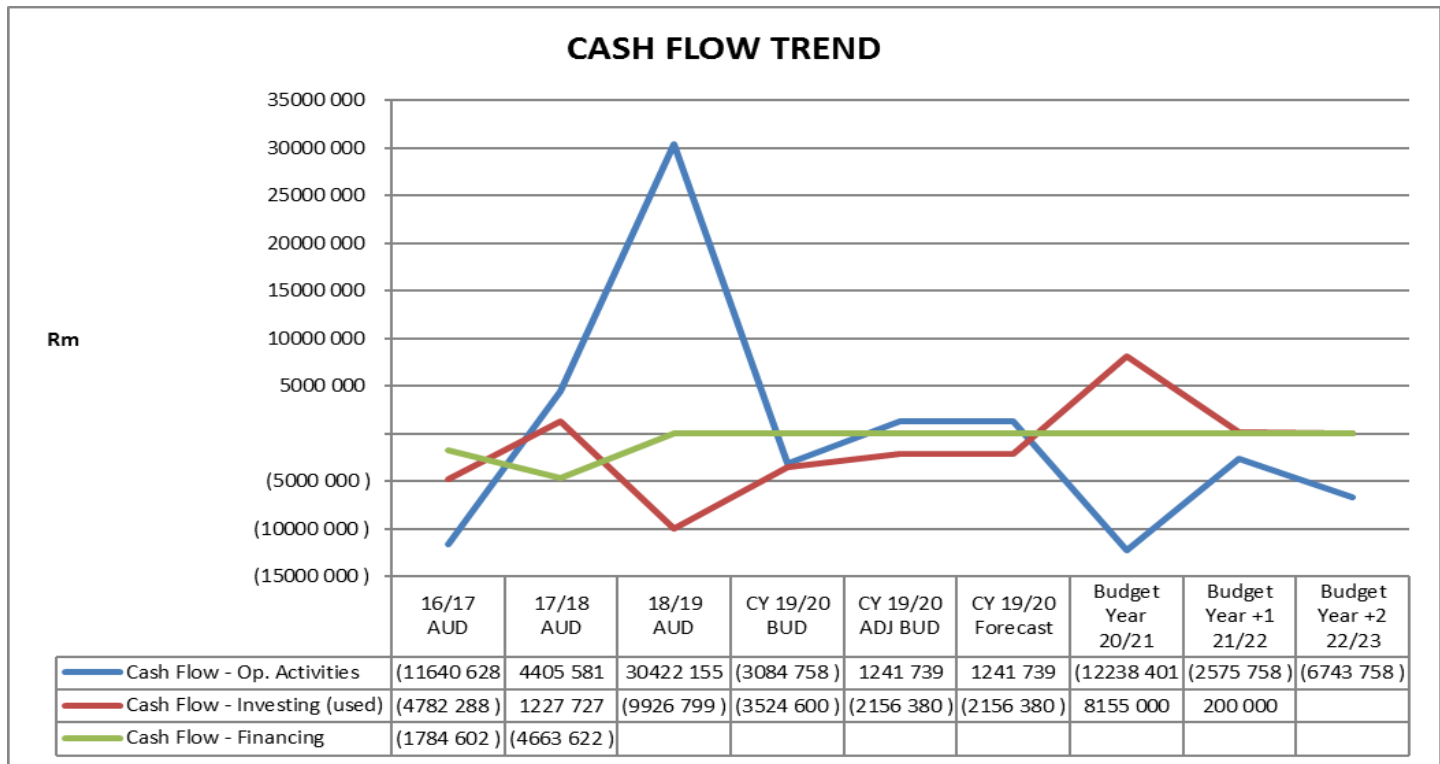
The capital needs of the municipality mainly consists of construction process of fire engine base in Jan Kempdorp and replacement of vehicles and fixing of the council chamber roof.

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.

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	-	-	7 399	5 750	5 750	5 750	3 931	7 150	7 150	7 150
Transfers recognised - operational	-	-	124 350	130 702	132 771	132 771	96 344	137 078	135 553	138 155
Other own revenue	-	-	8 451	1 400	1 400	1 400	665	1 539	1 602	1 692
Total Revenue (excluding capital transfers and contributions)	-	-	140 200	137 852	139 921	139 921	100 940	145 767	144 305	146 997
Employee costs	-	-	63 754	80 665	78 527	78 527	45 829	86 142	90 629	94 468
Remuneration of councillors	-	-	6 802	8 756	8 756	8 756	4 645	6 962	7 275	7 735
Depreciation & asset impairment	-	-	3 801	3 706	3 706	3 706	2 921	3 496	3 125	2 457
Finance charges	-	-	-	-	-	-	-	-	-	-
Inventory consumed and bulk purchases	-	-	346	345	345	345	158	2 328	1 718	1 777
Transfers and grants	-	-	21 909	13 443	20 113	20 113	5 814	24 113	14 292	14 814
Other expenditure	-	-	22 795	39 164	39 456	39 456	12 885	38 496	31 932	33 092
Total Expenditure	-	-	119 407	146 080	150 903	150 903	72 251	161 538	148 970	154 342
Surplus/(Deficit)	-	-	20 793	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	-	-	-	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	-	-	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)
Capital expenditure & funds sources										
Capital expenditure	-	-	967	8 740	12 126	12 126	197	8 402	-	5
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	967	8 740	12 126	12 126	197	8 402	-	5
Total sources of capital funds	-	-	967	8 740	12 126	12 126	197	8 402	-	5
Financial position										
Total current assets	-	-	125 113	86 418	86 418	86 418	90 284	269 675	257 802	99 191
Total non current assets	-	-	60 571	70 197	73 583	73 583	57 790	66 162	63 540	62 295
Total current liabilities	-	-	41 622	29 460	166 808	166 808	274 924	130 626	146 538	58 206
Total non current liabilities	-	-	23 774	37 790	37 790	37 790	16 367	(59 739)	(62 001)	34 043
Community wealth/Equity	-	-	121 419	80 343	77 589	77 589	149 282	106 776	90 947	69 595
Cash flows										
Net cash from (used) operating	-	-	-	-	-	-	3 743	433	13 309	-
Net cash from (used) investing	-	-	6 335	1 258	-	-	36	(8 161)	(400)	-
Net cash from (used) financing	-	-	(3)	3	-	-	2	3	-	-
Cash/cash equivalents at the year end	-	-	84 598	75 207	73 946	73 946	3 781	1 543	14 451	14 451
Cash backing/surplus reconciliation										
Cash and investments available	-	-	103 156	73 946	73 946	73 946	64 901	247 714	235 841	77 230
Application of cash and investments	-	-	47 770	28 233	162 196	162 196	(717 074)	(21 472)	(49 411)	56 152
Balance - surplus (shortfall)	-	-	55 385	45 712	(88 250)	(88 250)	781 975	269 186	285 251	21 078
Asset management										
Asset register summary (WDV)	-	-	40 643	47 877	51 263	51 263	51 263	57 644	55 022	53 778
Depreciation	-	-	3 801	3 706	3 706	3 706	3 706	3 496	3 125	2 457
Renewal and Upgrading of Existing Assets	-	-	705	4 632	6 718	6 718	6 718	5 229	-	5
Repairs and Maintenance	-	-	4 823	8 771	8 699	8 699	8 699	11 482	7 253	7 455
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									
Revenue - Functional										
<i>Governance and administration</i>		-	-	136 901	131 652	133 721	133 721	136 636	140 061	142 660
Executive and council		-	-	13	-	500	500	-	-	-
Finance and administration		-	-	136 888	131 652	133 221	133 221	136 636	140 061	142 660
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		-	-	246	259	259	259	259	259	259
Community and social services		-	-	246	259	259	259	259	259	259
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		-	-	3 053	5 941	5 941	5 941	8 872	3 985	4 078
Planning and development		-	-	3 023	5 941	5 941	5 941	8 872	3 985	4 078
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	30	-	-	-	-	-	-
<i>Trading services</i>		-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	-	-	140 200	137 852	139 921	139 921	145 767	144 305	146 997
Expenditure - Functional										
<i>Governance and administration</i>		-	-	63 343	79 808	80 643	80 643	79 763	82 312	85 237
Executive and council		-	-	17 472	22 260	24 154	24 154	21 906	22 151	23 131
Finance and administration		-	-	43 028	53 937	52 662	52 662	54 077	56 179	57 966
Internal audit		-	-	2 843	3 611	3 827	3 827	3 779	3 982	4 140
<i>Community and public safety</i>		-	-	10 170	14 486	13 170	13 170	15 286	15 070	16 027
Community and social services		-	-	7 167	10 217	10 000	10 000	10 801	11 287	11 254
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	3 003	4 269	3 170	3 170	4 485	3 783	4 773
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		-	-	44 175	49 278	56 449	56 449	62 726	48 217	49 585
Planning and development		-	-	38 080	39 351	45 369	45 369	51 503	37 034	37 629
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	6 095	9 927	11 080	11 080	11 222	11 183	11 956
<i>Trading services</i>		-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	-	-	2 487	3 782	2 843	2 843	3 764	3 371	3 494
Total Expenditure - Functional	3	-	-	120 175	147 354	153 104	153 104	161 538	148 970	154 342
Surplus/(Deficit) for the year		-	-	20 025	(9 501)	(13 183)	(13 183)	(15 771)	(4 664)	(7 345)

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									
Revenue - Functional										
Municipal governance and administration		-	-	136 901	131 652	133 721	133 721	136 636	140 061	142 660
Executive and council		-	-	13	-	500	500	-	-	-
Mayor and Council		-	-	13	-	500	500	-	-	-
Municipal Manager, Town Secretary and Chief Executive		-	-	-	-	-	-	-	-	-
Finance and administration		-	-	136 888	131 652	133 221	133 221	136 636	140 061	142 660
Administrative and Corporate Support		-	-	-	-	-	-	-	-	-
Asset Management		-	-	-	-	-	-	-	-	-
Finance		-	-	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		-	-	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		-	-	-	-	-	-	-	-	-
Civil Defence		-	-	-	-	-	-	-	-	-
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection										
Licensing and Control of Animals										
Police Forces, Traffic and Street Parking Control										
Pounds										
Housing		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Informal Settlements										
Health		-	-	-	-	-	-	-	-	-
Ambulance										
Health Services										
Laboratory Services										
Food Control										
Health Surveillance and Prevention of Communicable Diseases										
Vector Control										
Chemical Safety										

Economic and environmental services										
Planning and development	-	-	3 053	5 941	5 941	5 941	8 872	3 985	4 078	
Billboards	-	-	3 023	5 941	5 941	5 941	8 872	3 985	4 078	
Corporate Wide Strategic Planning (IDPs, LEDs)	-	-	3 023	5 941	5 941	5 941	8 872	3 985	4 078	
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										
Trading services	-	-	-	-	-	-	-	-	-	
Energy sources	-	-	-	-	-	-	-	-	-	
Electricity										
Street Lighting and Signal Systems										
Nonelectric Energy										
Water management	-	-	-	-	-	-	-	-	-	
Water Treatment										
Water Distribution										
Water Storage										
Waste water management	-	-	-	-	-	-	-	-	-	
Public Toilets										
Sewerage										
Storm Water Management										
Waste Water Treatment										
Waste management	-	-	-	-	-	-	-	-	-	
Recycling										
Solid Waste Disposal (Landfill Sites)										
Solid Waste Removal										
Street Cleaning										
Other	-	-	-	-	-	-	-	-	-	
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation										
Markets										
Tourism	-	-	-	-	-	-	-	-	-	
Total Revenue - Functional	2	-	-	140 200	137 852	139 921	139 921	145 767	144 305	146 997

Expenditure - Functional									
Municipal governance and administration									
Executive and council	-	-	63 343	79 808	80 643	80 643	79 763	82 312	85 237
Mayor and Council	-	-	17 472	22 260	24 154	24 154	21 906	22 151	23 131
Municipal Manager, Town Secretary and Chief Executive	-	-	9 411	12 646	13 279	13 279	10 993	10 927	11 474
Finance and administration	-	-	8 061	9 614	10 875	10 875	10 913	11 224	11 657
Administrative and Corporate Support	-	-	43 028	53 937	52 662	52 662	54 077	56 179	57 966
Asset Management	-	-	12 688	15 201	15 275	15 275	15 303	16 104	16 736
Finance	-	-	15 277	19 748	18 667	18 667	19 570	19 907	20 432
Fleet Management	-	-							
Human Resources	-	-	4 183	5 450	5 530	5 530	5 789	5 971	6 140
Information Technology	-	-	3 416	4 690	4 598	4 598	4 517	4 803	4 872
Legal Services	-	-	1 260	1 445	1 371	1 371	1 505	1 541	1 596
Marketing, Customer Relations, Publicity and Media Co-Property Services	-	-	1 911	2 483	2 538	2 538	2 462	2 605	2 711
Risk Management	-	-	1 038	1 085	1 133	1 133	1 179	1 253	1 308
Security Services	-	-							
Supply Chain Management	-	-	3 256	3 836	3 550	3 550	3 753	3 995	4 172
Valuation Service	-	-							
Internal audit	-	-	2 843	3 611	3 827	3 827	3 779	3 982	4 140
Governance Function	-	-	2 843	3 611	3 827	3 827	3 779	3 982	4 140
Community and public safety	-	-	10 170	14 486	13 170	13 170	15 286	15 070	16 027
Community and social services	-	-	7 167	10 217	10 000	10 000	10 801	11 287	11 254
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	-	-	7 167	10 217	10 000	10 000	10 801	11 287	11 254
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	-	-	-	-	-	-	-	-	-
Civil Defence	-	-	-	-	-	-	-	-	-
Cleansing									
Control of Public Nuisances									
Fencing and Fences									
Fire Fighting and Protection									
Licensing and Control of Animals									
Police Forces, Traffic and Street Parking Control									
Pounds									
Housing	-	-	3 003	4 269	3 170	3 170	4 485	3 783	4 773
Housing	-	-	3 003	4 269	3 170	3 170	4 485	3 783	4 773
Informal Settlements									
Health	-	-	-	-	-	-	-	-	-
Ambulance									
Health Services									
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable Diseases									
Vector Control									
Chemical Safety									

Economic and environmental services		-	-	44 175	49 278	56 449	56 449	62 726	48 217	49 585
Planning and development		-	-	38 080	39 351	45 369	45 369	51 503	37 034	37 629
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDs)		-	-	38 080	39 351	45 369	45 369	51 503	37 034	37 629
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		-	-	6 095	9 927	11 080	11 080	11 222	11 183	11 956
Biodiversity and Landscape										
Coastal Protection		-	-	6 095	9 927	11 080	11 080	11 222	11 183	11 956
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										
Trading services		-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Electricity										
Street Lighting and Signal Systems										
Nonelectric Energy										
Water management		-	-	-	-	-	-	-	-	-
Water Treatment										
Water Distribution										
Water Storage										
Waste water management		-	-	-	-	-	-	-	-	-
Public Toilets										
Sewerage										
Storm Water Management										
Waste Water Treatment										
Waste management		-	-	-	-	-	-	-	-	-
Recycling										
Solid Waste Disposal (Landfill Sites)										
Solid Waste Removal										
Street Cleaning										
Other		-	-	2 487	3 782	2 843	2 843	3 764	3 371	3 494
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation										
Markets										
Tourism		-	-	2 487	3 782	2 843	2 843	3 764	3 371	3 494
Total Expenditure - Functional	3	-	-	120 175	147 354	153 104	153 104	161 538	148 970	154 342
Surplus/(Deficit) for the year		-	-	20 025	(9 501)	(13 183)	(13 183)	(15 771)	(4 664)	(7 345)

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
R thousand										
Revenue by Vote	1									
Vote 01 - Executive & Council		-	-	13	-	500	500	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		-	-	136 888	131 652	133 221	133 221	136 636	140 061	142 660
Vote 04 - Administration		-	-	276	259	259	259	259	259	259
Vote 05 - Planning & Development		-	-	-	1 500	1 500	1 500	4 000	-	-
Vote 06 - Infrastructure Services		-	-	3 023	4 441	4 441	4 441	4 872	3 985	4 078
Vote 07 -		-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	-	-	140 200	137 852	139 921	139 921	145 767	144 305	146 997
Expenditure by Vote to be appropriated	1									
Vote 01 - Executive & Council		-	-	9 411	12 646	13 279	13 279	10 993	10 927	11 474
Vote 02 - Office Of The Municipal Manager		-	-	15 113	18 236	19 744	19 744	19 838	20 605	21 413
Vote 03 - Budget & Treasury Office		-	-	18 533	23 584	22 216	22 216	23 323	23 902	24 603
Vote 04 - Administration		-	-	33 548	45 485	46 483	46 483	47 632	49 348	50 957
Vote 05 - Planning & Development		-	-	12 581	22 590	21 074	21 074	24 367	18 852	19 138
Vote 06 - Infrastructure Services		-	-	30 988	24 812	30 307	30 307	35 385	25 336	26 757
Vote 07 -		-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	-	-	120 175	147 354	153 104	153 104	161 538	148 970	154 342
Surplus/(Deficit) for the year	2	-	-	20 025	(9 501)	(13 183)	(13 183)	(15 771)	(4 664)	(7 345)

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		-	-	13	-	500	500	-	-	-
01.1 - Council & Executive Administration		-	-	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		-	-	136 888	131 652	133 221	133 221	136 636	140 061	142 660
03.1 - Finance Directorate		-	-	748	1 000	1 000	1 000	1 000	1 000	1 000
03.2 - Revenue & Expenditure		-	-	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		-	-	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		-	-	246	259	259	259	259	259	259
Vote 05 - Planning & Development		-	-	-	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		-	-	-	-	-	-	-	-	-
05.7 - Planning Unit - Idp		-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services		-	-	3 023	4 441	4 441	4 441	4 872	3 985	4 078
06.1 - Infrastructure Service Directorate		-	-	-	-	-	-	-	-	-
06.2 - Project Management & Advisory Service		-	-	2 611	3 544	3 644	3 644	3 653	2 703	2 706
06.3 - Infrastructure Service - Roads Maint		-	-	413	897	797	797	1 219	1 282	1 372
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	-	-	140 200	137 852	139 921	139 921	145 767	144 305	146 997

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		-	-	9 411	12 646	13 279	13 279	10 993	10 927	11 474
01.1 - Council & Executive Administration		-	-	9 411	12 646	13 279	13 279	10 993	10 927	11 474
Vote 02 - Office Of The Municipal Manager		-	-	15 113	18 236	19 744	19 744	19 838	20 605	21 413
02.1 - Office Of The Municipal Manager		-	-	1 982	2 505	2 557	2 557	2 568	2 689	2 824
02.2 - Committee & Administration Services		-	-	510	1 381	1 073	1 073	1 507	1 602	1 672
02.3 - Internal Audit		-	-	2 843	3 611	3 827	3 827	3 779	3 982	4 140
02.4 - Communications		-	-	1 911	2 483	2 538	2 538	2 462	2 605	2 711
02.5 - Legal And Compliance		-	-	1 260	1 445	1 371	1 371	1 505	1 541	1 596
02.6 - Political Office Administration		-	-	3 158	3 882	4 805	4 805	4 720	4 744	4 895
02.7 - Youth Unit		-	-	2 411	1 845	2 440	2 440	2 118	2 189	2 266
02.8 - Risk Unit		-	-	1 038	1 085	1 133	1 133	1 179	1 253	1 308
Vote 03 - Budget & Treasury Office		-	-	18 533	23 584	22 216	22 216	23 323	23 902	24 603
03.1 - Finance Directorate		-	-	3 919	6 743	5 725	5 725	6 801	6 998	7 175
03.2 - Revenue & Expenditure		-	-	3 436	3 730	3 586	3 586	3 859	4 080	4 276
03.3 - Budget And Treasury Office		-	-	6 266	7 515	7 515	7 515	7 642	7 627	7 830
03.4 - Supply Chain Management		-	-	3 256	3 836	3 550	3 550	3 753	3 995	4 172
03.5 - Council Motor Vehicle Pool		-	-	1 656	1 761	1 841	1 841	1 269	1 202	1 150
Vote 04 - Administration		-	-	33 548	45 485	46 483	46 483	47 632	49 348	50 957
04.1 - Administration Directorate		-	-	1 689	2 027	2 081	2 081	1 990	2 113	2 241
04.2 - Information Systems		-	-	3 416	4 690	4 598	4 598	4 517	4 803	4 872
04.3 - Human Resource Management		-	-	4 183	5 450	5 530	5 530	5 789	5 971	6 140
04.4 - Office Support Services		-	-	10 999	13 174	13 194	13 194	13 313	13 991	14 495
04.5 - Environmental Protection		-	-	6 095	9 927	11 080	11 080	11 222	11 183	11 956
04.6 - Fire Fighting & Disaster Management		-	-	7 167	10 217	10 000	10 000	10 801	11 287	11 254
Vote 05 - Planning & Development		-	-	12 581	22 590	21 074	21 074	24 367	18 852	19 138
05.1 - Planning & Development Directorate		-	-	1 098	3 540	3 870	3 870	5 979	2 101	2 229
05.2 - Planning Unit - Pms Management		-	-	-	-	-	-	-	-	-
05.3 - Local Economic Development		-	-	4 880	7 503	7 521	7 521	6 793	5 632	5 326
05.4 - Planning Unit - Gis		-	-	1 169	2 421	2 629	2 629	2 073	1 961	2 045
05.5 - Planning Unit - Spacial Planning		-	-	1 345	3 278	2 090	2 090	3 434	3 662	3 820
05.6 - Tourism		-	-	2 487	3 782	2 843	2 843	3 764	3 371	3 494
05.7 - Planning Unit - Idp		-	-	1 603	2 067	2 121	2 121	2 324	2 126	2 224
Vote 06 - Infrastructure Services		-	-	30 988	24 812	30 307	30 307	35 385	25 336	26 757
06.1 - Infrastructure Service Directorate		-	-	1 222	2 251	2 489	2 489	2 166	2 323	2 432
06.2 - Project Management & Advisory Service		-	-	26 047	17 394	23 762	23 762	27 555	17 989	18 224
06.3 - Infrastructure Service - Roads Maint		-	-	716	897	886	886	1 180	1 240	1 328
06.4 - Housing Administration		-	-	3 003	4 269	3 170	3 170	4 485	3 783	4 773
Vote 07 -		-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	-	-	120 175	147 354	153 104	153 104	161 538	148 970	154 342
Surplus/(Deficit) for the year	2	-	-	20 025	(9 501)	(13 183)	(13 183)	(15 771)	(4 664)	(7 345)

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
R thousand	1										
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	-	603	1 000	1 000	1 000	501	1 419	1 482	1 572
Interest earned - external investments		-	-	7 399	5 750	5 750	5 750	3 931	7 150	7 150	7 150
Interest earned - outstanding debtors											
Dividends received											
Fines, penalties and forfeits											
Licences and permits											
Agency services											
Transfers and subsidies		-	-	124 350	130 702	132 771	132 771	96 344	137 078	135 553	138 155
Other revenue	2	-	-	7 853	400	400	400	165	120	120	120
Gains		-	-	(5)	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		-	-	140 200	137 852	139 921	139 921	100 940	145 767	144 305	146 997
Expenditure By Type											
Employee related costs	2	-	-	63 754	80 665	78 527	78 527	45 829	86 142	90 629	94 468
Remuneration of councillors		-	-	6 802	8 756	8 756	8 756	4 645	6 962	7 275	7 735
Debt impairment	3	-	-	3	50	50	50	-	-	-	-
Depreciation & asset impairment	2	-	-	3 801	3 706	3 706	3 706	2 921	3 496	3 125	2 457
Finance charges		-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	-	-	346	345	345	345	158	2 328	1 718	1 777
Contracted services		-	-	13 435	23 156	23 641	23 641	7 368	22 392	15 654	16 460
Transfers and subsidies		-	-	21 909	13 443	20 113	20 113	5 814	24 113	14 292	14 814
Other expenditure	4, 5	-	-	9 305	15 658	15 465	15 465	5 517	16 099	16 247	16 621
Losses		-	-	53	300	300	300	(0)	5	30	11
Total Expenditure		-	-	119 407	146 080	150 903	150 903	72 251	161 538	148 970	154 342
Surplus/(Deficit)		-	-	20 793	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)
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)	6										
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		-	-	20 793	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)
Taxation											
Surplus/(Deficit) after taxation		-	-	20 793	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		-	-	20 793	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		-	-	20 793	(8 228)	(10 982)	(10 982)	28 689	(15 771)	(4 664)	(7 345)

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
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		-	-	-	-	-	-	-	-	-	-
Vote 04 - Administration		-	-	-	-	-	-	-	-	-	-
Vote 05 - Planning & Development		-	-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services		-	-	-	-	-	-	-	-	-	-
Vote 07 -		-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	9	-	5
Vote 02 - Office Of The Municipal Manager		-	-	7	500	500	500	-	-	-	-
Vote 03 - Budget & Treasury Office		-	-	-	3 000	5 000	5 000	-	5 004	-	-
Vote 04 - Administration		-	-	942	5 230	6 611	6 611	197	3 375	-	-
Vote 05 - Planning & Development		-	-	-	-	-	-	-	14	-	-
Vote 06 - Infrastructure Services		-	-	18	11	15	15	-	-	-	-
Vote 07 -		-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	967	8 740	12 126	12 126	197	8 402	-	5
Total Capital Expenditure - Vote		-	-	967	8 740	12 126	12 126	197	8 402	-	5
Capital Expenditure - Functional											
Governance and administration		-	-	948	6 002	8 214	8 214	168	5 191	-	5
Executive and council		-	-	-	500	500	500	-	9	-	5
Finance and administration		-	-	948	5 502	7 714	7 714	168	5 182	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	2 478	3 178	3 178	-	3 169	-	-
Community and social services		-	-	-	2 478	3 178	3 178	-	3 169	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	18	261	734	734	29	42	-	-
Planning and development		-	-	18	11	15	15	-	14	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	250	719	719	29	28	-	-
Trading services		-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	-	-	967	8 740	12 126	12 126	197	8 402	-	5
Funded by:											
National Government		-	-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-	-
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		-	-	967	8 740	12 126	12 126	197	8 402	-	5
Total Capital Funding	7	-	-	967	8 740	12 126	12 126	197	8 402	-	5

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

Vote Description R thousand	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
Capital expenditure - Municipal Vote										
Multi-year expenditure appropriation										
Capital expenditure - Municipal Vote										
Single-year expenditure appropriation										
Vote 02 - Office Of The Municipal Manager	-	-	7	500	500	500	-	-	-	-
02.4 - Communications	-	-	7	-	-	-	-	-	-	-
02.6 - Political Office Administration	-	-	-	500	500	500	-	-	-	-
Vote 03 - Budget & Treasury Office	-	-	-	3 000	5 000	5 000	-	5 004	-	-
03.3 - Budget And Treasury Office	-	-	-	3 000	5 000	5 000	-	5 000	-	-
Vote 04 - Administration	-	-	942	5 230	6 611	6 611	197	3 375	-	-
04.2 - Information Systems	-	-	877	1 200	1 450	1 450	118	98	-	-
04.3 - Human Resource Management	-	-	-	12	12	12	10	-	-	-
04.4 - Office Support Services	-	-	64	1 290	1 252	1 252	40	80	-	-
04.5 - Environmental Protection	-	-	-	250	719	719	29	28	-	-
04.6 - Fire Fighting & Disaster Management	-	-	-	2 478	3 178	3 178	-	3 169	-	-
Vote 06 - Infrastructure Services	-	-	18	11	15	15	-	-	-	-
06.1 - Infrastructure Service Directorate	-	-	-	11	15	15	-	-	-	-
06.3 - Infrastructure Service - Roads Maint	-	-	18	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	-	-	967	8 740	12 126	12 126	197	8 402	-	5
Total Capital Expenditure	-	-	967	8 740	12 126	12 126	197	8 402	-	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		–	–	16 789	7 745	7 745	7 745	39 035	161 348	149 474	7 863
Call investment deposits	1	–	–	86 366	66 201	66 201	66 201	25 866	86 366	86 366	69 366
Consumer debtors	1	–	–	2 644	12	12	12	4 176	2 643	2 643	2 643
Other debtors		–	–	18 422	11 569	11 569	11 569	20 359	18 422	18 422	18 422
Current portion of long-term receivables		–	–	873	868	868	868	873	873	873	873
Inventory	2	–	–	18	23	23	23	(25)	23	23	23
Total current assets		–	–	125 113	86 418	86 418	86 418	90 284	269 675	257 802	99 191
Non current assets											
Long-term receivables		–	–	6 334 563.80	7 593	7 593	7 593	6 335	6 335	6 335	6 335
Investments		–	–	–	–	–	–	–	–	–	–
Investment property		–	–	558	572	572	572	547	530	516	502
Investment in Associate											
Property, plant and equipment	3	–	–	52 751	58 178	59 564	59 564	50 063	53 761	51 193	49 993
Biological											
Intangible		–	–	297	3 223	5 223	5 223	214	4 905	4 865	4 834
Other non-current assets		–	–	631	631	631	631	631	631	631	631
Total non current assets		–	–	60 571	70 197	73 583	73 583	57 790	66 162	63 540	62 295
TOTAL ASSETS		–	–	185 684	156 615	160 001	160 001	148 074	335 837	321 341	161 486
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	–	–	–	–	–	–	–	–	–	–
Consumer deposits		–	–	3	0	0	0	2	3	3	3
Trade and other payables	4	–	–	30 569	16 930	154 278	154 278	263 194	116 669	130 531	40 007
Provisions		–	–	11 049	12 529	12 529	12 529	11 729	13 953	16 003	18 196
Total current liabilities		–	–	41 622	29 460	166 808	166 808	274 924	130 626	146 538	58 206
Non current liabilities											
Borrowing		–	–	–	–	–	–	–	–	–	–
Provisions		–	–	23 774	37 790	37 790	37 790	16 367	(59 739)	(62 001)	34 043
Total non current liabilities		–	–	23 774	37 790	37 790	37 790	16 367	(59 739)	(62 001)	34 043
TOTAL LIABILITIES		–	–	65 396	67 249	204 597	204 597	291 291	70 887	84 537	92 248
NET ASSETS	5	–	–	120 288	89 366	(44 596)	(44 596)	(143 217)	264 950	236 804	69 237
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		–	–	94 214	62 143	62 775	62 775	122 077	80 100	64 534	43 446
Reserves	4	–	–	27 205	18 200	14 814	14 814	27 205	26 677	26 413	26 149
TOTAL COMMUNITY WEALTH/EQUITY	5	–	–	121 419	80 343	77 589	77 589	149 282	106 776	90 947	69 595

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		-	-	-	-	-	-	21 500	8 697	11 482	-
Transfers and Subsidies - Operational	1	-	-	-	-	-	-	808	137 078	135 553	-
Transfers and Subsidies - Capital	1								-	-	-
Interest		-	-	-	-	-	-	-	7 150	7 150	-
Dividends									-	-	-
Payments											
Suppliers and employees		-	-	-	-	-	-	(18 564)	(152 492)	(140 877)	-
Finance charges									-	-	-
Transfers and Grants	1								-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	-	-	-	-	3 743	433	13 309	-
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE									-	-	-
Decrease (increase) in non-current receivables		-	-	6 335	1 258	-	-	-	1 258	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	-	-	-	36	(9 419)	(400)	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	6 335	1 258	-	-	36	(8 161)	(400)	-
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits		-	-	(3)	3	-	-	2	3	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	(3)	3	-	-	2	3	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		-	-	6 331	1 262	-	-	3 781	(7 725)	12 909	-
Cash/cash equivalents at the year begin:	2	-	-	78 267	73 946	73 946	73 946	-	9 267	1 543	14 451
Cash/cash equivalents at the year end:	2	-	-	84 598	75 207	73 946	73 946	3 781	1 543	14 451	14 451

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	–	–	84 598	75 207	73 946	73 946	3 781	1 543	14 451	14 451
Other current investments > 90 days		–	–	18 557	(1 262)	–	–	61 120	246 171	221 389	62 778
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		–	–	103 156	73 946	73 946	73 946	64 901	247 714	235 841	77 230
Application of cash and investments											
Unspent conditional transfers		–	–	1 660	–	–	–	3 617	70	70	70
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2										
Other working capital requirements	3	–	–	18 905	10 033	147 381	147 381	(747 896)	(48 218)	(75 893)	29 933
Other provisions											
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	–	–	27 205	18 200	14 814	14 814	27 205	26 677	26 413	26 149
Total Application of cash and investments:		–	–	47 770	28 233	162 196	162 196	(717 074)	(21 472)	(49 411)	56 152
Surplus(shortfall)		–	–	55 385	45 712	(88 250)	(88 250)	781 975	269 186	285 251	21 078

Total Upgrading of Existing Assets	6	-	-	705	1 572	1 658	1 658	229	-	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>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	1 000	1 000	1 000	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	1 000	1 000	1 000	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	621	30	130	130	98	-	-
Furniture and Office Equipment		-	-	64	49	40	40	51	-	5
Machinery and Equipment		-	-	21	493	488	488	80	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	-	-	967	8 740	12 126	12 126	8 402	-	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>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	3 365	4 065	4 065	3 065	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	3 365	4 065	4 065	3 065	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	3 000	5 000	5 000	5 000	-	-
Intangible Assets		-	-	-	3 000	5 000	5 000	5 000	-	-
Computer Equipment		-	-	791	1 140	1 390	1 390	98	-	-
Furniture and Office Equipment		-	-	69	558	549	549	59	-	5
Machinery and Equipment		-	-	107	678	1 122	1 122	180	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		-	-	967	8 740	12 126	12 126	8 402	-	5

ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	40 643	47 877	51 263	51 263	57 644	55 022	53 778
<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>										
Infrastructure		-	-	-	-	-	-	-	-	-
Community Assets		-	-	58	(5 338)	(5 338)	(5 338)	21	(20)	(33)
Heritage Assets		-	-	631	631	631	631	631	631	631
Investment properties		-	-	558	572	572	572	530	516	502
Other Assets		-	-	22 459	31 644	32 344	32 344	36 612	35 593	34 573
Biological or Cultivated Assets										
<i>Intangible Assets</i>		-	-	297	3 223	5 223	5 223	4 905	4 865	4 834
<i>Computer Equipment</i>		-	-	1 725	2 374	2 624	2 624	1 085	1 280	1 274
<i>Furniture and Office Equipment</i>		-	-	1 606	1 787	1 778	1 778	1 891	1 132	1 900
<i>Machinery and Equipment</i>		-	-	4 038	4 934	5 379	5 379	3 736	2 967	1 966
<i>Transport Assets</i>		-	-	1 315	(65)	(65)	(65)	278	103	176
<i>Land</i>		-	-	7 955	8 114	8 114	8 114	7 955	7 955	7 955
<i>Zoo's, Marine and Non-biological Animals</i>										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	40 643	47 877	51 263	51 263	57 644	55 022	53 778
EXPENDITURE OTHER ITEMS										
<u>Depreciation</u>	7	-	-	8 624	12 477	12 405	12 405	14 978	10 378	9 912
<u>Repairs and Maintenance by Asset Class</u>	3	-	-	4 823	8 771	8 699	8 699	11 482	7 253	7 455
<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>		-	-	15	90	40	40	40	42	45
Infrastructure		-	-	15	90	40	40	40	42	45
<i>Community Facilities</i>		-	-	-	-	-	-	-	-	-
<i>Sport and Recreation Facilities</i>		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
<i>Revenue Generating</i>		-	-	-	-	-	-	-	-	-
<i>Non-revenue Generating</i>		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
<i>Operational Buildings</i>		-	-	1 679	3 130	3 050	3 050	3 074	3 226	3 250
<i>Housing</i>		-	-	-	-	-	-	-	-	-
Other Assets		-	-	1 679	3 130	3 050	3 050	3 074	3 226	3 250
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
<i>Servitudes</i>		-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>		-	-	2 268	4 400	4 400	4 400	7 091	2 645	2 736
Intangible Assets		-	-	2 268	4 400	4 400	4 400	7 091	2 645	2 736
<i>Computer Equipment</i>		-	-	4	20	20	20	20	20	20
<i>Furniture and Office Equipment</i>		-	-	409	549	589	589	499	520	538
<i>Machinery and Equipment</i>		-	-	332	356	374	374	260	272	283
<i>Transport Assets</i>		-	-	117	225	225	225	499	528	584
<i>Land</i>		-	-	-	-	-	-	-	-	-
<i>Zoo's, Marine and Non-biological Animals</i>		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		-	-	8 624	12 477	12 405	12 405	14 978	10 378	9 912

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
Household service targets	1									
<u>Water:</u>										
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>		-	-	-	-	-	-	-	-	
Total number of households	5	-	-	-	-	-	-	-	-	
<u>Sanitation/sewerage:</u>										
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>		-	-	-	-	-	-	-	-	
Total number of households	5	-	-	-	-	-	-	-	-	
<u>Energy:</u>										
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>		-	-	-	-	-	-	-	-	
Total number of households	5	-	-	-	-	-	-	-	-	
<u>Refuse:</u>										
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>		-	-	-	-	-	-	-	-	
Total number of households	5	-	-	-	-	-	-	-	-	
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	
Total cost of FBS provided		-	-	-	-	-	-	-	-	
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									

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
Household service targets	1									
<u>Water:</u>										
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	-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
<u>Sanitation/sewerage:</u>										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
<u>Energy:</u>										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
<u>Refuse:</u>										
Removed at least once a week		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)										
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided	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
R thousand											
REVENUE ITEMS:											
Property rates	6										
Total Property Rates											
Less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)											
Net Property Rates		-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	6										
Total Service charges - electricity revenue											
Less Revenue Foregone (in excess of 50 kwh per indigent household per month)											
Less Cost of Free Basis Services (50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-	-
Net Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	6										
Total Service charges - water revenue											
Less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)											
Less Cost of Free Basis Services (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-	-
Net Service charges - water revenue		-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue											
Total Service charges - sanitation revenue											
Less Revenue Foregone (in excess of free sanitation service to indigent households)											
Less Cost of Free Basis Services (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-	-
Net Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	6										
Total refuse removal revenue											
Total landfill revenue											
Less Revenue Foregone (in excess of one removal a week to indigent households)											
Less Cost of Free Basis Services (removed once a week to indigent households)		-	-	-	-	-	-	-	-	-	-
Net Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-
Other Revenue by source											
Fuel Levy											
Other Revenue		-	-	7 853	400	400	400	165	120	120	120
Total 'Other' Revenue	1	-	-	7 853	400	400	400	165	120	120	120
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	-	-	43 795	53 946	51 273	51 273	31 883	58 339	62 058	65 042
Pension and UIF Contributions		-	-	5 706	7 261	7 005	7 005	4 117	7 791	8 336	8 746
Medical Aid Contributions		-	-	2 330	2 396	2 405	2 405	1 644	2 402	2 402	2 402
Overtime		-	-	189	639	639	639	135	725	485	485
Performance Bonus		-	-	2 936	4 108	3 866	3 866	2 135	4 346	4 619	4 828
Motor Vehicle Allowance		-	-	2 955	3 530	4 590	4 590	2 029	5 346	5 346	5 346
Cellphone Allowance		-	-	291	314	375	375	221	449	449	449
Housing Allowances		-	-	435	424	451	451	308	433	433	433
Other benefits and allowances		-	-	493	2 465	578	578	399	642	686	719
Payments in lieu of leave		-	-	1 689	1 210	2 841	2 841	2 157	2 632	2 810	2 953
Long service awards		-	-	20	355	355	355	-	-	-	-
Post-retirement benefit obligations		-	-	2 914	4 016	4 149	4 149	801	3 039	3 006	3 066
sub-total	5	-	-	63 754	80 665	78 527	78 527	45 829	86 142	90 629	94 468
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	-	-	63 754	80 665	78 527	78 527	45 829	86 142	90 629	94 468

Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		-	-	3 685	3 617	3 617	3 617	2 837	3 180	3 085	2 426
Lease amortisation		-	-	116	89	89	89	83	316	40	31
Capital asset impairment		-	-	-	-	-	-	-	-	-	-
Total Depreciation & asset impairment	1	-	-	3 801	3 706	3 706	3 706	2 921	3 496	3 125	2 457
Bulk purchases - electricity											
Electricity bulk purchases											
Total bulk purchases	1	-	-	-	-	-	-	-	-	-	-
Transfers and grants											
Cash transfers and grants		-	-	1 096	2 343	2 043	2 043	2 023	3 158	3 632	4 133
Non-cash transfers and grants		-	-	20 814	11 101	18 070	18 070	3 791	20 955	10 660	10 681
Total transfers and grants	1	-	-	21 909	13 443	20 113	20 113	5 814	24 113	14 292	14 814
Contracted services											
Outsourced Services		-	-	4 750	7 274	7 582	7 582	2 208	9 551	5 417	5 639
Consultants and Professional Services		-	-	5 493	8 712	8 346	8 346	3 032	6 266	3 917	4 429
Contractors		-	-	3 192	7 170	7 713	7 713	2 128	6 575	6 320	6 391
Total contracted services		-	-	13 435	23 156	23 641	23 641	7 368	22 392	15 654	16 460
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions											
Audit fees		-	-	1 984	2 600	2 600	2 600	1 033	2 800	2 800	2 800
Other Expenditure		-	-	7 320	13 058	12 865	12 865	4 484	13 299	13 447	13 821
Total 'Other' Expenditure	1	-	-	9 305	15 658	15 465	15 465	5 517	16 099	16 247	16 621
by Expenditure Item		8									
Employee related costs		-	-	-	5	5	5	-	5	5	5
Inventory Consumed (Project Maintenance)		-	-	-	-	-	-	-	-	-	-
Contracted Services		-	-	4 812	8 766	8 694	8 694	2 838	11 477	7 248	7 450
Other Expenditure		-	-	11	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	9	-	-	4 823	8 771	8 699	8 699	2 838	11 482	7 253	7 455
Inventory Consumed											
Inventory Consumed - Water		-	-	-	-	-	-	-	-	-	-
Inventory Consumed - Other		-	-	346	345	345	345	158	2 328	1 718	1 777
Total Inventory Consumed & Other Material		-	-	346	345	345	345	158	2 328	1 718	1 777

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	-	-	1 219	-	-	-	-	-	-	-	-	-	1 419
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	4 872	-	-	-	-	-	-	-	-	-	145 767
Expenditure By Type																	
Employee related costs		1 239	16 630	16 849	27 804	12 887	10 734	-	-	-	-	-	-	-	-	-	86 142
Remuneration of councillors		6 962	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6 962
Debt impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment		37	47	613	2 641	56	101	-	-	-	-	-	-	-	-	-	3 496
Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory consumed		28	372	692	956	111	169	-	-	-	-	-	-	-	-	-	2 328
Contracted services		516	1 144	1 330	5 870	9 621	3 911	-	-	-	-	-	-	-	-	-	22 392
Transfers and subsidies		-	120	100	3 758	135	20 000	-	-	-	-	-	-	-	-	-	24 113
Other expenditure		2 211	1 525	3 739	6 599	1 556	470	-	-	-	-	-	-	-	-	-	16 099
Losses		-	0	0	4	1	0	-	-	-	-	-	-	-	-	-	5
Total Expenditure		10 993	19 838	23 323	47 632	24 367	35 385	-	-	-	-	-	-	-	-	-	161 538
Surplus/(Deficit)		(10 993)	(19 838)	113 313	(47 373)	(20 367)	(30 513)	-	-	-	-	-	-	-	-	-	(15 771)
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		(10 993)	(19 838)	113 313	(47 373)	(20 367)	(30 513)	-	-	-	-	-	-	-	-	-	(15 771)

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		--	--	2 733	12	12	12	4 264	2 731	2 731	2 731
Less: Provision for debt impairment		--	--	(88)	--	--	--	(88)	(88)	(88)	(88)
Total Consumer debtors	2	--	--	2 644	12	12	12	4 176	2 643	2 643	2 643
Debt impairment provision											
Balance at the beginning of the year		--	--	(88)	(91)	(91)	(91)	(88)	(88)	(88)	(88)
Contributions to the provision		--	--	--	91	91	91	--	--	--	--
Bad debts written off		--	--	--	--	--	--	--	--	--	--
Balance at end of year		--	--	(88)	--	--	--	(88)	(88)	(88)	(88)
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											
Opening Balance		--	--	--	18	18	18	18	23	23	23
Acquisitions		--	--	364	350	350	350	115	2 328	1 718	1 777
Issues	7	--	--	(345)	(345)	(345)	(345)	(158)	(2 328)	(1 718)	(1 777)
Adjustments	8	--	--	0	--	--	--	(0)	--	--	--
Write-offs	9	--	--	--	--	--	--	--	--	--	--
Closing balance - Consumables Standard Rated		--	--	18	23	23	23	(25)	23	23	23
Zero Rated											
Opening Balance		--	--	--	--	--	--	--	--	--	--
Acquisitions		--	--	--	--	--	--	--	--	--	--
Issues	7	--	--	--	--	--	--	--	--	--	--
Adjustments	8	--	--	--	--	--	--	--	--	--	--
Write-offs	9	--	--	--	--	--	--	--	--	--	--
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		--	--	18	23	23	23	(25)	23	23	23
Property, plant and equipment (PPE)											
PPE at cost/valuation (incl. finance leases)		--	--	96 746	110 872	112 258	112 258	96 980	104 174	104 216	104 174
Leases recognised as PPE	3	--	--	--	--	--	--	--	--	--	--
Less: Accumulated depreciation		--	--	43 996	52 094	52 094	52 094	45 917	50 413	53 053	54 221
Total Property, plant and equipment (PPE)	2	--	--	52 750	58 778	59 564	59 564	50 963	53 761	51 193	49 953
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)		--	--	--	--	--	--	--	--	--	--
Current portion of long term liabilities		--	--	--	--	--	--	--	--	--	--
Total Current liabilities - Borrowing		--	--	--	--	--	--	--	--	--	--
Trade and other payables											
Trade Payables	5	--	--	18 905	10 033	147 381	147 381	249 549	106 596	120 438	29 933
Other creditors		--	--	1 660	--	--	--	3 617	70	70	70
Unspent conditional transfers		--	--	10 004	6 897	6 897	6 897	10 004	10 004	10 004	10 004
WAT	2	--	--	38 148	16 538	154 278	154 278	10 057	10 004	10 004	10 004
Total Trade and other payables		--	--	38 568	16 930	154 278	154 278	263 194	116 669	130 511	40 067
Non current liabilities - Borrowings											
Borrowing	4	--	--	--	--	--	--	--	--	--	--
Finance leases (including PPP asset element)		--	--	--	--	--	--	--	--	--	--
Total Non current liabilities - Borrowing		--	--	--	--	--	--	--	--	--	--
Provisions - non-current											
Retirement benefits		--	--	21 764	35 093	35 093	35 093	14 738	(61 285)	(83 314)	32 964
Refuse landfill site rehabilitation		--	--	2 010	2 697	2 697	2 697	1 629	1 547	1 313	1 079
Other		--	--	--	--	--	--	--	--	--	--
Total Provisions - non-current		--	--	23 774	37 790	37 790	37 790	16 367	(59 738)	(82 001)	34 043
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		--	--	72 934	61 768	61 768	61 768	93 446	95 786	91 300	80 471
GRAP adjustments		--	--	--	--	--	--	--	(118)	(118)	(118)
Revised balance		--	--	72 934	61 768	61 768	61 768	93 446	95 670	91 233	80 354
Surplus/(Deficit)		--	--	20 780	(8 228)	(10 982)	(10 982)	26 695	(15 171)	(4 864)	(7 345)
Transfers to/from Reserves		--	--	--	8 740	12 126	12 126	--	--	--	--
Depreciation offsets		--	--	264	264	264	264	--	264	264	264
Other adjustments		--	--	23	(402)	(402)	(402)	(88)	(88)	(22 286)	(29 852)
Accumulated Surplus/(Deficit)	1	--	--	94 214	62 143	62 775	62 775	122 877	80 199	64 534	43 446
RESERVES											
Housing Development Fund		--	--	7 957	(783)	(4 168)	(4 168)	7 957	7 957	7 957	7 957
Capital replacement		--	--	--	--	--	--	--	--	--	--
Self-insurance		--	--	--	--	--	--	--	--	--	--
Other reserves		--	--	--	--	--	--	--	--	--	--
Revaluation		--	--	19 247	18 983	18 983	18 983	19 247	18 720	18 456	18 192
Total Reserves	2	--	--	27 205	18 209	18 814	18 814	27 205	26 677	26 413	26 148
TOTAL COMMUNITY WEALTH/EQUITY	2	--	--	121 419	80 343	77 589	77 589	148 235	106 776	89 967	69 593

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												
NATIONAL OUTCOME6				-	-	3 023	4 441	4 441	4 441	4 872	3 985	4 078
NATIONAL OUTCOME5				-	-	-	1 500	1 500	1 500	4 000	-	-
NATIONAL OUTCOME4				-	-	276	259	259	259	259	259	259
NATIONAL OUTCOME3				-	-	136 888	131 652	133 221	133 221	136 636	140 061	142 660
NATIONAL OUTCOME2				-	-	-	-	-	-	-	-	-
NATIONAL OUTCOME 1 - IMPROVED QUALITY OF BASIC EDUCATION				-	-	13	-	500	500	-	-	-
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	-	-	140 200	137 852	139 921	139 921	145 767	144 305	146 997

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												
NATIONAL OUTCOME6				-	-	30 988	24 812	30 307	30 307	35 385	25 336	26 757
NATIONAL OUTCOME5				-	-	12 581	22 590	21 074	21 074	24 367	18 852	19 138
NATIONAL OUTCOME4				-	-	33 548	45 485	46 483	46 483	47 632	49 348	50 957
NATIONAL OUTCOME3				-	-	18 533	23 584	22 216	22 216	23 323	23 902	24 603
NATIONAL OUTCOME2				-	-	15 113	18 236	19 744	19 744	19 838	20 605	21 413
NATIONAL OUTCOME 1 - IMPROVED QUALITY OF BASIC EDUCATION				-	-	9 411	12 646	13 279	13 279	10 993	10 927	11 474
Allocations to other priorities												
Total Expenditure			1	-	-	120 175	147 354	153 104	153 104	161 538	148 970	154 342

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												
NATIONAL OUTCOME6				-	-	18	11	15	15	-	-	-
NATIONAL OUTCOME5				-	-	-	-	-	-	14	-	-
NATIONAL OUTCOME4				-	-	942	5 230	6 611	6 611	3 375	-	-
NATIONAL OUTCOME3				-	-	-	3 000	5 000	5 000	5 004	-	-
NATIONAL OUTCOME2				-	-	7	500	500	500	-	-	-
NATIONAL OUTCOME 1 - IMPROVED QUALITY OF BASIC EDUCATION				-	-	-	-	-	-	9	-	5
Allocations to other priorities			3									
Total Capital Expenditure			1	-	-	967	8 740	12 126	12 126	8 402	-	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

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
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
#REF!										
Entity 3 - (name of entity)										
#REF!										
And so on for the rest of the Entities										

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s87(5)(d))
2. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

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
<u>Borrowing Management</u>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0,0%	0,0%	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	0,0%	0,0%	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%
<u>Safety of Capital</u>											
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%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	–	–	3,0	2,9	0,5	0,5	0,3	2,1	1,8	1,7
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	–	–	3,0	2,9	0,5	0,5	0,3	2,1	1,8	1,7
Liquidity Ratio	Monetary Assets/Current Liabilities	–	–	2,5	2,5	0,4	0,4	0,2	1,9	1,6	1,3
<u>Revenue Management</u>											
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	0,0%	0,0%	20,2%	14,5%	14,3%	14,3%	31,4%	19,4%	19,6%	19,2%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))										
Creditors to Cash and Investments		0,0%	0,0%	22,3%	13,3%	199,3%	199,3%	6600,1%	6909,5%	833,5%	207,1%
<u>Other Indicators</u>											
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)	0,0%	0,0%	45,5%	58,5%	56,1%	56,1%	45,4%	59,1%	62,8%	64,3%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	0,0%	0,0%	50,3%	64,9%	62,4%	62,4%		63,9%	67,8%	69,5%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0,0%	0,0%	3,4%	6,4%	6,2%	6,2%		7,9%	5,0%	5,1%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	0,0%	0,0%	2,7%	2,7%	2,6%	2,6%	2,9%	2,4%	2,2%	1,7%
<u>IDP regulation financial viability indicators</u>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	–	–	–	–	–	–	0,6	1,2	–	–
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0,0%	0,0%	3637,9%	1244,8%	1244,8%	1244,8%	5074,6%	1545,7%	1480,0%	1395,1%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	–	–	11,4	7,4	7,4	7,4	0,7	0,1	1,4	1,3

DC9 Frances Baard - Supporting Table SA9 Social, economic and demographic statistics and assumptions

[illegible]

DC9 Frances Baard Supporting Table SA10 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
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	–	–	84 598	75 207	73 946	73 946	3 781	1 543	14 451	14 451
Cash + investments at the yr end less applications - R'000	18(1)b	2	–	–	55 385	45 712	(88 250)	(88 250)	781 975	269 186	285 251	21 078
Cash year end/monthly employee/supplier payments	18(1)b	3	–	–	11,4	7,4	7,4	7,4	0,7	0,1	1,4	1,3
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	–	–	21 057	(7 964)	(10 718)	(10 718)	28 689	(15 507)	(4 400)	(7 081)
Service charge rev % 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%	0.0%	0.0%	0.0%	3231.2%	565.0%	716.6%	0.0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c;19	8	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(18.5%)	112.1%	0.0%	0.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	0.0%	0.0%	(43.3%)	0.0%	0.0%	104.1%	76.2%	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	0.0%	19.9%	0.0%	0.0%	(16.6%)	(16.6%)	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	0.0%	0.0%	9.1%	15.1%	14.6%	14.6%	22.9%	21.4%	14.2%	14.9%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	35.0%	41.7%	41.7%	0.0%	59.5%	0.0%	0.0%

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
Property rates <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									
Exemptions, reductions and rebates <i>(Rands)</i>									
Residential properties									
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									
Other rebates or exemptions	2								
Water tariffs									
Domestic									
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)							
Other	2								
Waste water tariffs									
Domestic									
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)						
Other	2							
Electricity tariffs								
Domestic								
Basic charge/fixed fee (Rands/month)								
Service point - vacant land (Rands/month)								
FBE		(how is this targeted?)						
Life-line tariff - meter		(describe structure)						
Life-line tariff - prepaid		(describe structure)						
Flat rate tariff - meter (c/kwh)								
Flat rate tariff - prepaid(c/kwh)								
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)						
Other	2							
Waste management tariffs								
Domestic								
Street cleaning charge								
Basic charge/fixed fee								
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 2020/21	2021/22 Medium Term Revenue & Expenditure Framework		
							Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<u>Exemptions, reductions and rebates</u> <i>(Rands)</i>									
- <i>[Insert lines as applicable]</i>		-	-	-	-	-	-	-	-
<u>Water tariffs</u>									
- <i>[Insert blocks as applicable]</i>		0 (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)	-	-	-	-	-	-	-
<u>Waste water tariffs</u>									
- <i>[Insert blocks as applicable]</i>		0 (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)	-	-	-	-	-	-	-
<u>Electricity tariffs</u>									
- <i>[Insert blocks as applicable]</i>		0 (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)	-	-	-	-	-	-	-

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										
Parent municipality										
Securities - National Government	1									
Listed Corporate Bonds										
Deposits - Bank		–	–	86 366	66 201	66 201	66 201	86 366	86 366	69 366
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		–	–	86 366	66 201	66 201	66 201	86 366	86 366	69 366
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		–	–	–	–	–	–	–	–	–
Consolidated total:		–	–	86 366	66 201	66 201	66 201	86 366	86 366	69 366

DC9 Frances Baard - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature 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 SA17 Borrowing

[illegible][illegible]

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:		-	-	124 211	130 602	132 171	132 171	136 988	135 463	138 065
Local Government Equitable Share		-	-	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		-	-	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		-	-	1 341	2 543	2 543	2 543	2 576	2 703	2 706
Provincial Government:		-	-	13	-	500	500	-	-	-
Capacity Building		-	-	-	-	-	-	-	-	-
Disaster and Emergency Services		-	-	-	-	-	-	-	-	-
Expanded Public Works Programme		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Housing Projects		-	-	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	13	-	500	500	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	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		-	-	-	-	-	-	-	-	-
Production		-	-	-	-	-	-	-	-	-
Services Sector SETA		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	-	-	124 350	130 702	132 771	132 771	137 078	135 553	138 155
Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Rural Road Asset Management Systems Grant		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
Housing Projects		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		-	-	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:		-	-	114 412	140 222	145 507	145 507	155 509	142 864	148 140
Local Government Equitable Share		-	-	111 586	133 919	139 661	139 661	147 428	138 423	143 634
Expanded Public Works Programme Integrated Grant		-	-	716	1 001	780	780	780	823	868
Local Government Financial Management Grant		-	-	939	1 000	1 005	1 005	468	468	468
Municipal Disaster Recovery Grant		-	-	4	259	18	18	257	446	464
Municipal Systems Improvement Grant		-	-	-	1 500	1 500	1 500	4 000	-	-
Rural Road Asset Management Systems Grant		-	-	1 167	2 543	2 543	2 543	2 576	2 703	2 706
Provincial Government:		-	-	784	-	500	500	-	-	-
Capacity Building		-	-	-	-	-	-	-	-	-
Expanded Public Works Programme		-	-	-	-	-	-	-	-	-
Housing Projects		-	-	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	784	-	500	500	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	36	100	100	100	100	100	100
Education Training and Development Practices SETA		-	-	-	100	100	100	100	100	100
Health and Welfare SETA		-	-	-	-	-	-	-	-	-
Production		-	-	-	-	-	-	-	-	-
Services Sector SETA		-	-	36	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants:		-	-	115 233	140 322	146 107	146 107	155 609	142 964	148 240
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		-	-	115 233	140 322	146 107	146 107	155 609	142 964	148 240

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										
Operating transfers and grants:	1,3									
National Government:		-	-	(79)	-	-	-	(70)	(70)	(70)
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	(125 792)	(128 059)	(128 059)	(128 059)	(136 988)	(135 463)	(138 065)
Conditions met - transferred to revenue		-	-	124 211	128 059	128 059	128 059	136 988	135 463	138 065
Conditions still to be met - transferred to liabilities		-	-	(1 581)	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	(70)	(100)	(100)	(100)	(90)	(90)	(90)
Conditions met - transferred to revenue		-	-	70	100	100	100	90	90	90
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Total operating transfers and grants revenue		-	-	124 281	128 159	128 159	128 159	137 078	135 553	138 155
Total operating transfers and grants - CTBM	2	-	-	(1 581)	-	-	-	-	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	(2 543)	(2 543)	(2 543)	-	-	-
Conditions met - transferred to revenue		-	-	-	2 543	2 543	2 543	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total capital transfers and grants revenue		-	-	-	2 543	2 543	2 543	-	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		-	-	124 281	130 702	130 702	130 702	137 078	135 553	138 155
TOTAL TRANSFERS AND GRANTS - CTBM		-	-	(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											
Cash Transfers to other municipalities	1										
Dm Nc:Fb-Awareness And Other Projects		-	-	-	-	-	-	-	-	-	-
Dm Nc:Fb-Diamonds & Dorings Support		-	-	-	-	-	-	-	-	-	-
Dm Nc:Fb-Environment Protection		-	-	1 000	2 000	2 000	2 000	2 000	3 000	3 500	4 000
Dm Nc:Fb-Financial System Support (2) Lm		-	-	65	-	-	-	-	100	100	100
Dm Nc:Fb-Operation Clean Audit		-	-	-	-	-	-	-	-	-	-
Dm Nc:Fb-Operation Clean Audit/Cap Build		-	-	-	-	-	-	-	-	-	-
Dm Nc:Fb-Plan & Development		-	-	-	-	-	-	-	-	-	-
Dm Nc:Fb-Sport & Recreation		-	-	-	-	-	-	-	-	-	-
Hh Oth Trans:Housing-Unspec/Aware Sanit		-	-	3	13	13	13	13	12	28	-
Hh Oth Trans:Housing-Unspec/Wm Aware Pro		-	-	13	30	30	30	11	30	32	33
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_D&D/Sp		-	-	-	300	-	-	-	-	-	-
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Dikgatlong		-	-	-	-	-	-	-	-	-	-
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Magareng		-	-	-	-	-	-	-	-	-	-
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Phokwane	-	-	-	-	-	-	-	-	-	-	
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_Solplaatje	-	-	-	-	-	-	-	-	-	-	
Total Cash Transfers To Municipalities:		-	-	1 082	2 343	2 043	2 043	2 023	3 158	3 632	4 133
Cash Transfers to Entities/Other External Mechanisms	2										
Total Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Cash Transfers to other Organs of State	3										
Ts_O_M_Da&A_Nda_Health & Welfare Seta		-	-	-	-	-	-	-	-	-	-
Prv Dpt Agen - Park & Tourism Board		-	-	14	-	-	-	-	-	-	-
Prv Dpt Agen - Park & Tourism Board/Ncta		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Other Organs Of State:		-	-	14	-	-	-	-	-	-	-
Cash Transfers to Organisations											
N-P Ub Sch: School Support		-	-	-	-	-	-	-	-	-	-
Supporting Grant - Dik Tourism Ass.		-	-	-	-	-	-	-	-	-	-
Supporting Grant-Mag Tourism Ass		-	-	-	-	-	-	-	-	-	-
T&S_Cap_Mon_Dm_Nc_Dc09_Cap Bld_Water Dg		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
Hh Oth Trans: Bursaries Non Employee		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	-	-	1 096	2 343	2 043	2 043	2 023	3 158	3 632	4 133
Non-Cash Transfers to other municipalities	1										
Dm Nc: Frances Baard - Plan & Dev/Elec		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Planning & Devel		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Waste Water Man		-	-	-	-	-	-	-	-	-	-
Dm Nc: F Baard - Waste Water Man/Wm Camp		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Plan & Dev/Elec		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Planning & Devel		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Road Transport		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Waste Water Man		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Water		-	-	-	-	-	-	-	-	-	-
Hh Oth Trans:Housing-Unspec/Aware Sanit		-	-	-	-	-	-	-	-	-	-
Hh Oth Trans:Housing-Unspec/Wm Aware Pro		-	-	-	-	-	-	-	-	-	-
Hh Oth Trans:Housing-Unspec/Wm Camp		-	-	-	-	-	-	-	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Bld_Waste		-	-	-	450	450	450	-	200	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Dg		-	-	1 904	-	-	-	-	3 500	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Mg		-	-	1 690	-	-	-	-	3 500	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Pk		-	-	2 000	-	-	-	-	3 500	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Sp		-	-	2 000	-	-	-	-	3 500	-	-
Dm Nc: Frances Baard - Planning & Devel		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Road Transport		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Waste Water Man		-	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Water	-	-	-	-	-	-	-	-	-	-	
Total Non-Cash Transfers To Municipalities:		-	-	7 594	450	450	450	-	14 200	-	-
Non-Cash Transfers to Entities/Other External Mechanisms	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State	3										
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Dg		-	-	1 975	2 279	4 000	4 000	1 111	1 500	2 500	2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Mg		-	-	2 941	2 721	4 000	4 000	1 085	1 500	2 500	2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Pk		-	-	2 236	2 500	4 000	4 000	166	1 500	2 500	2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Sp		-	-	5 500	2 500	4 500	4 500	1 106	1 500	2 500	2 500
Total Non-Cash Transfers To Other Organs Of State:		-	-	12 652	10 000	16 500	16 500	3 468	6 000	10 000	10 000
Non-Cash Grants to Organisations	4										
Non Prof: Unspecified		-	-	-	-	-	-	-	-	-	-
Non Prof: Unspecified/Tour Bus		-	-	-	-	-	-	-	-	-	-
N-P Ub Sch: Sch Supp(Oth Edu Inst)/Tour B		-	-	-	-	-	-	-	-	-	-
N-P Ub Sch: School Supp (Oth Educ Inst)		-	-	54	131	-	-	-	135	135	135
Ts_C_Ilk_Np Ins_Gender		-	-	-	-	-	-	-	120	-	-
Total Non-Cash Grants To Organisations		-	-	54	131	-	-	-	255	135	135
Groups of Individuals	5										
Hh Ssp Soc Ass: Grant In Aid		-	-	514	520	1 120	1 120	323	500	525	546
Total Non-Cash Grants To Groups Of Individuals:		-	-	514	520	1 120	1 120	323	500	525	546
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	20 814	11 101	18 070	18 070	3 791	20 955	10 660	10 681
TOTAL TRANSFERS AND GRANTS	6	-	-	21 909	13 443	20 113	20 113	5 814	24 113	14 292	14 814

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

Summary of Employee and Councillor remuneration	Ref	2017/18	2018/19	2019/20	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
Councillors (Political Office Bearers plus Other)	1									
Basic Salaries and Wages		-	-	5 567	7 295	7 295	7 295	5 900	6 213	6 673
Pension and UIF Contributions										
Medical Aid Contributions										
Motor Vehicle Allowance		-	-	762	794	794	794	574	574	574
Cellphone Allowance		-	-	473	666	666	666	488	488	488
Housing Allowances										
Other benefits and allowances										
Sub Total - Councillors		-	-	6 802	8 756	8 756	8 756	6 962	7 275	7 735
% increase	4		-	-	28,7%	-	-	(20,5%)	4,5%	6,3%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		-	-	5 286	6 333	6 616	6 616	6 182	6 628	7 106
Pension and UIF Contributions		-	-	7	438	445	445	221	236	252
Medical Aid Contributions		-	-	-	-	21	21	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	440	440	440	440	440	440
Motor Vehicle Allowance	3	-	-	-	193	342	342	193	193	193
Cellphone Allowance	3	-	-	78	78	96	96	96	96	96
Housing Allowances	3	-	-	-	-	12	12	-	-	-
Other benefits and allowances	3	-	-	0	1	12	12	1	1	1
Payments in lieu of leave		-	-	(22)	139	322	322	287	307	329
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Municipality		-	-	5 350	7 621	8 306	8 306	7 419	7 901	8 417
% increase	4		-	-	42,5%	9,0%	-	(10,7%)	6,5%	6,5%
Other Municipal Staff										
Basic Salaries and Wages		-	-	38 508	47 613	44 657	44 657	52 156	55 430	57 937
Pension and UIF Contributions		-	-	5 699	6 823	6 560	6 560	7 570	8 099	8 494
Medical Aid Contributions		-	-	2 330	2 396	2 384	2 384	2 402	2 402	2 402
Overtime		-	-	189	639	639	639	725	485	485
Performance Bonus		-	-	2 936	3 668	3 426	3 426	3 906	4 179	4 388
Motor Vehicle Allowance	3	-	-	2 955	3 338	4 248	4 248	5 153	5 153	5 153
Cellphone Allowance	3	-	-	213	236	279	279	353	353	353
Housing Allowances	3	-	-	435	424	439	439	433	433	433
Other benefits and allowances	3	-	-	493	2 464	566	566	641	686	719
Payments in lieu of leave		-	-	1 711	1 071	2 519	2 519	2 346	2 503	2 623
Long service awards		-	-	20	355	355	355	-	-	-
Post-retirement benefit obligations	6	-	-	2 914	4 016	4 149	4 149	3 039	3 006	3 066
Sub Total - Other Municipal Staff		-	-	58 404	73 044	70 222	70 222	78 723	82 727	86 051
% increase	4		-	-	25,1%	(3,9%)	-	12,1%	5,1%	4,0%
Total Parent Municipality		-	-	70 556	89 421	87 283	87 283	93 105	97 904	102 203
			-	-	26,7%	(2,4%)	-	6,7%	5,2%	4,4%
Board Members of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Board Fees										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Board Members of Entities		-	-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-	-

Senior Managers of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Entities		-	-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-	-
Other Staff of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Other Staff of Entities		-	-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-	-
Total Municipal Entities		-	-	-	-	-	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		-	-	70 556	89 421	87 283	87 283	93 105	97 904	102 203
% increase	4		-	-	26,7%	(2,4%)	-	6,7%	5,2%	4,4%
TOTAL MANAGERS AND STAFF	5,7	-	-	63 754	80 665	78 527	78 527	86 142	90 629	94 468

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.
Councillors	3							
Speaker	4		795 950		44 400			840 350
Chief Whip								-
Executive Mayor			947 570		44 400			991 970
Deputy Executive Mayor								-
Executive Committee			2 097 190		680 390			2 777 580
Total for all other councillors			2 059 770		292 720			2 352 490
Total Councillors	8	-	5 900 480	-	1 061 910			6 962 390
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1 250 700	1 780	276 760	120 000		1 649 240
Chief Finance Officer			1 179 770	1 780	74 770	80 000		1 336 320
SM D01			1 179 770	1 780	74 770	80 000		1 336 320
SM D02			1 392 130	1 780	74 770	80 000		1 548 680
SM D03			1 179 770	214 140	74 770	80 000		1 548 680
								-
List of each official with packages >= senior manager								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total Senior Managers of the Municipality	8,10	-	6 182 140	221 260	575 840	440 000		7 419 240
A Heading for Each Entity	6,7							
List each member of board by designation								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total for municipal entities	8,10	-	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	12 082 620	221 260	1 637 750	440 000		14 381 630

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
R thousand																
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		118	118	118	118	118	118	118	118	118	118	118	118	1 419	1 482	1 572
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		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contribution)		12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	145 767	144 305	146 997
Expenditure By Type																
Employee related costs		7 179	7 179	7 179	7 179	7 179	7 179	7 179	7 179	7 179	7 179	7 179	7 178	86 142	90 629	94 468
Remuneration of councillors		580	580	580	580	580	580	580	580	580	580	580	580	6 962	7 275	7 735
Debt impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment		291	291	291	291	291	291	291	291	291	291	291	291	3 496	3 125	2 457
Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity														-	-	-
Inventory consumed		194	194	194	194	194	194	194	194	194	194	194	194	2 328	1 718	1 777
Contracted services		1 866	1 866	1 866	1 866	1 866	1 866	1 866	1 866	1 866	1 866	1 866	1 866	22 392	15 654	16 460
Transfers and subsidies		2 009	2 009	2 009	2 009	2 009	2 009	2 009	2 009	2 009	2 009	2 009	2 009	24 113	14 292	14 814
Other expenditure		1 342	1 342	1 342	1 342	1 342	1 342	1 342	1 342	1 342	1 342	1 342	1 341	16 099	16 247	16 621
Losses		0	0	0	0	0	0	0	0	0	0	0	0	5	30	11
Total Expenditure		13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 461	161 538	148 970	154 342
Surplus/(Deficit)		(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(15 771)	(4 664)	(7 345)
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		(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(15 771)	(4 664)	(7 345)
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(15 771)	(4 664)	(7 345)

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		406	406	406	406	406	406	406	406	406	406	406	406	4 872	3 985	4 078
Vote 07 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	145 767	144 305	146 997
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		916	916	916	916	916	916	916	916	916	916	916	916	10 993	10 927	11 474
Vote 02 - Office Of The Municipal Manager		1 653	1 653	1 653	1 653	1 653	1 653	1 653	1 653	1 653	1 653	1 653	1 653	19 838	20 605	21 413
Vote 03 - Budget & Treasury Office		1 944	1 944	1 944	1 944	1 944	1 944	1 944	1 944	1 944	1 944	1 944	1 944	23 323	23 902	24 603
Vote 04 - Administration		3 969	3 969	3 969	3 969	3 969	3 969	3 969	3 969	3 969	3 969	3 969	3 969	47 632	49 348	50 957
Vote 05 - Planning & Development		2 031	2 031	2 031	2 031	2 031	2 031	2 031	2 031	2 031	2 031	2 031	2 030	24 367	18 852	19 138
Vote 06 - Infrastructure Services		2 949	2 949	2 949	2 949	2 949	2 949	2 949	2 949	2 949	2 949	2 949	2 949	35 385	25 336	26 757
Vote 07 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 461	161 538	148 970	154 342
Surplus/(Deficit) before assoc.		(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(15 771)	(4 664)	(7 345)
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(15 771)	(4 664)	(7 345)

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
Revenue - Functional																
Governance and administration		11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	136 636	140 061	142 660
Executive and council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance and administration		11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	11 386	136 636	140 061	142 660
Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety		22	22	22	22	22	22	22	22	22	22	22	22	259	259	259
Community and social services		22	22	22	22	22	22	22	22	22	22	22	22	259	259	259
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		739	739	739	739	739	739	739	739	739	739	739	739	8 872	3 985	4 078
Planning and development		739	739	739	739	739	739	739	739	739	739	739	739	8 872	3 985	4 078
Road transport		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Energy sources		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue - Functional		12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	12 147	145 767	144 305	146 997
Expenditure - Functional																
Governance and administration		6 647	6 647	6 647	6 647	6 647	6 647	6 647	6 647	6 647	6 647	6 647	6 647	79 763	82 312	85 237
Executive and council		1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 825	21 906	22 151	23 131
Finance and administration		4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	54 077	56 179	57 966
Internal audit		315	315	315	315	315	315	315	315	315	315	315	315	3 779	3 982	4 140
Community and public safety		1 274	1 274	1 274	1 274	1 274	1 274	1 274	1 274	1 274	1 274	1 274	1 274	15 286	15 070	16 027
Community and social services		900	900	900	900	900	900	900	900	900	900	900	900	10 801	11 287	11 254
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Housing		374	374	374	374	374	374	374	374	374	374	374	374	4 485	3 783	4 773
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		5 227	5 227	5 227	5 227	5 227	5 227	5 227	5 227	5 227	5 227	5 227	5 227	62 726	48 217	49 585
Planning and development		4 292	4 292	4 292	4 292	4 292	4 292	4 292	4 292	4 292	4 292	4 292	4 292	51 503	37 034	37 629
Road transport		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Environmental protection		935	935	935	935	935	935	935	935	935	935	935	935	11 222	11 183	11 956
Trading services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Energy sources		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other		314	314	314	314	314	314	314	314	314	314	314	314	3 764	3 371	3 494
Total Expenditure - Functional		13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 462	13 461	161 538	148 970	154 342
Surplus/(Deficit) before assoc.		(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(15 771)	(4 664)	(7 345)
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(1 314)	(15 771)	(4 664)	(7 345)

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		1	1	1	1	1	1	1	1	1	1	1	1	9	-	5
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		417	417	417	417	417	417	417	417	417	417	417	417	5 004	-	-
Vote 04 - Administration		281	281	281	281	281	281	281	281	281	281	281	281	3 375	-	-
Vote 05 - Planning & Development		1	1	1	1	1	1	1	1	1	1	1	1	14	-	-
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	700	700	700	700	700	700	700	700	700	700	700	700	8 402	-	5
Total Capital Expenditure	2	700	700	700	700	700	700	700	700	700	700	700	700	8 402	-	

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																
Capital Expenditure - Functional	1															
Governance and administration		433	433	433	433	433	433	433	433	433	433	433	433	5 191	-	5
Executive and council		1	1	1	1	1	1	1	1	1	1	1	1	9	-	5
Finance and administration		432	432	432	432	432	432	432	432	432	432	432	432	5 182	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		264	264	264	264	264	264	264	264	264	264	264	264	3 169	-	-
Community and social services		264	264	264	264	264	264	264	264	264	264	264	264	3 169	-	-
Sport and recreation														-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing														-	-	-
Health														-	-	-
Economic and environmental services		3	3	3	3	3	3	3	3	3	3	3	3	42	-	-
Planning and development		1	1	1	1	1	1	1	1	1	1	1	1	14	-	-
Road transport														-	-	-
Environmental protection		2	2	2	2	2	2	2	2	2	2	2	2	28	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources														-	-	-
Water management														-	-	-
Waste water management														-	-	-
Waste management														-	-	-
Other														-	-	-
Total Capital Expenditure - Functional	2	700	700	700	700	700	700	700	700	700	700	700	700	8 402	-	5
Funded by:																
National Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Government														-	-	-
District Municipality														-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)														-	-	-
Transfers recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing														-	-	-
Internally generated funds		700	700	700	700	700	700	700	700	700	700	700	700	8 402	-	5
Total Capital Funding		700	700	700	700	700	700	700	700	700	700	700	700	8 402	-	

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
R thousand															
Cash Receipts By Source													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	–
Interest earned - outstanding debtors													–		
Dividends received													–		
Fines, penalties and forfeits													–		
Licences and permits													–		
Agency services													–		
Transfers and Subsidies - Operational	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	–
Other revenue	725	725	725	725	725	725	725	725	725	725	725	725	8 697	11 482	–
Cash Receipts by Source	12 744	12 744	12 744	12 744	12 744	12 744	12 744	12 744	12 744	12 744	12 744	12 744	152 925	154 185	–
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)													–		
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public 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	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Receipts by Source	12 849	12 849	12 849	12 849	12 849	12 849	12 849	12 849	12 849	12 849	12 849	12 849	154 187	154 185	–
Cash Payments by Type															
Employee related costs	7 491	7 491	7 491	7 491	7 491	7 491	7 491	7 491	7 491	7 491	7 491	7 491	89 889	94 683	–
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	5 217	5 217	5 217	5 217	5 217	5 217	5 217	5 217	5 217	5 217	5 217	5 217	62 604	46 193	–
Cash Payments by Type	12 708	12 708	12 708	12 708	12 708	12 708	12 708	12 708	12 708	12 708	12 708	12 708	152 492	140 877	–
Other Cash Flows/Payments by Type															
Capital assets	785	785	785	785	785	785	785	785	785	785	785	785	9 419	400	–
Repayment of borrowing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Cash Flows/Payments													–		
Total Cash Payments by Type	13 493	13 493	13 493	13 493	13 493	13 493	13 493	13 493	13 493	13 493	13 493	13 493	161 911	141 277	–
NET INCREASE/(DECREASE) IN CASH HELD	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(7 725)	12 909	–
Cash/cash equivalents at the month/year begin:	9 267	8 624	7 980	7 336	6 693	6 049	5 405	4 761	4 118	3 474	2 830	2 187	9 267	1 543	14 451
Cash/cash equivalents at the month/year end:	8 624	7 980	7 336	6 693	6 049	5 405	4 761	4 118	3 474	2 830	2 187	1 543	1 543	14 451	14 451

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

[illegible]

DC9 Frances Baard - Supporting Table SA32 List of external mechanisms

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

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

[illegible]

[illegible]

Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Other assets		-	-	-	2 365	3 065	3 065	3 065	-	-
Operational Buildings		-	-	-	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										
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Load Settlement Software Applications										
Unspecified										
Computer Equipment		-	-	170	1 110	1 260	1 260	-	-	-
Computer Equipment		-	-	170	1 110	1 260	1 260	-	-	-
Furniture and Office Equipment		-	-	5	509	509	509	8	-	-
Furniture and Office Equipment		-	-	5	509	509	509	8	-	-
Machinery and Equipment		-	-	86	125	574	574	100	-	-
Machinery and Equipment		-	-	86	125	574	574	100	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Land										
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on new assets	1	-	-	261	4 109	5 408	5 408	3 173	-	-

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

[illegible]

Fire/Ambulance Stations									
Testing Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	-	-	-	-	-	-	-	-	-
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									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	-	-	-	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									
Computer Equipment	-	-	-	-	-	-	-	-	-
Computer Equipment									
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment									
Machinery and Equipment	-	-	-	60	60	60	-	-	-
Machinery and Equipment	-	-	-	60	60	60	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Transport Assets									
Land	-	-	-	-	-	-	-	-	-
Land									
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on renewal of existing asset	1	-	-	-	3 060	5 060	5 060	5 000	-

Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares	-	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Other assets	-	-	1 679	3 130	3 050	3 050	3 074	3 226	3 250	
Operational Buildings	-	-	1 679	3 130	3 050	3 050	3 074	3 226	3 250	
Municipal Offices	-	-	1 679	3 130	3 050	3 050	3 074	3 226	3 250	
Pay/Equity Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets										
Intangible Assets	-	-	2 268	4 400	4 400	4 400	7 091	2 645	2 736	
Servitudes										
Licences and Rights	-	-	2 268	4 400	4 400	4 400	7 091	2 645	2 736	
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Lease Settlement Software Applications										
Unspecified	-	-	2 268	4 400	4 400	4 400	7 091	2 645	2 736	
Computer Equipment	-	-	4	20	20	20	20	20	20	
Computer Equipment	-	-	4	20	20	20	20	20	20	
Furniture and Office Equipment	-	-	409	549	589	589	499	520	538	
Furniture and Office Equipment	-	-	409	549	589	589	499	520	538	
Machinery and Equipment	-	-	332	356	374	374	260	272	283	
Machinery and Equipment	-	-	332	356	374	374	260	272	283	
Transport Assets	-	-	117	225	225	225	499	528	584	
Transport Assets	-	-	117	225	225	225	499	528	584	
Land	-	-	-	-	-	-	-	-	-	
Land										
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals										
Total Repairs and Maintenance Expenditure	1	-	-	4 823	8 771	8 699	8 699	11 482	7 253	7 455
R&M as a % of PPE		0.0%	0.0%	9.1%	15.1%	14.6%	14.6%	22.9%	13.5%	14.6%
R&M as % Operating Expenditure		0.0%	0.0%	4.0%	6.0%	5.8%	5.8%	15.9%	4.5%	5.0%

DC9 Frances Baard - Supporting Table SA34d Depreciation by asset class

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									
Depreciation by Asset Class/Sub-class										
Infrastructure		–	–	–	–	–	–	–	–	–
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		–	–	48	1 230	1 230	1 230	18	13	13
Community Facilities		–	–	48	1 230	1 230	1 230	18	13	13
Halls		–	–	–	1 230	1 230	1 230	18	13	13
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										

Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria	-	-	48	-	-	-	-	-	-	
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares	-	-	-	-	-	-	-	-	-	
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets	-	-	-	-	-	-	-	-	-	
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage	-	-	-	-	-	-	-	-	-	
Investment properties	-	-	-	-	-	-	14	14	14	
Revenue Generating	-	-	-	-	-	-	14	14	14	
Improved Property	-	-	-	-	-	-	14	14	14	
Unimproved Property	-	-	-	-	-	-	-	-	-	
Non-revenue Generating	-	-	-	-	-	-	-	-	-	
Improved Property										
Unimproved Property										
Other assets	-	-	798	0	0	0	785	782	782	
Operational Buildings	-	-	798	0	0	0	785	782	782	
Municipal Offices	-	-	798	0	0	0	785	782	782	
Pay/Enquiry Points										
Building Plan Offices	-	-	-	-	-	-	-	-	-	
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets										
Intangible Assets	-	-	116	89	89	89	316	40	31	
Servitudes	-	-	-	-	-	-	-	-	-	
Licences and Rights	-	-	116	89	89	89	316	40	31	
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications	-	-	116	89	89	89	316	40	31	
Load Settlement Software Applications										
Unspecified	-	-	-	-	-	-	-	-	-	
Computer Equipment	-	-	511	465	465	465	454	540	449	
Computer Equipment	-	-	511	465	465	465	454	540	449	
Furniture and Office Equipment	-	-	458	300	300	300	451	409	456	
Furniture and Office Equipment	-	-	458	300	300	300	451	409	456	
Machinery and Equipment	-	-	938	357	357	357	1 151	1 134	601	
Machinery and Equipment	-	-	938	357	357	357	1 151	1 134	601	
Transport Assets	-	-	933	1 265	1 265	1 265	307	193	111	
Transport Assets	-	-	933	1 265	1 265	1 265	307	193	111	
Land	-	-	-	-	-	-	-	-	-	
Land	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals										
Total Depreciation	1	-	-	3 801	3 706	3 706	3 706	3 496	3 125	2 457

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

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									
Capital expenditure on upgrading of existing assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	1 000	1 000	1 000	-	-	-
Operational Buildings		-	-	-	1 000	1 000	1 000	-	-	-
Municipal Offices		-	-	-	1 000	1 000	1 000	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	621	30	130	130	98	-	-
Computer Equipment		-	-	621	30	130	130	98	-	-
Furniture and Office Equipment		-	-	64	49	40	40	51	-	5
Furniture and Office Equipment		-	-	64	49	40	40	51	-	5
Machinery and Equipment		-	-	21	493	488	488	80	-	-
Machinery and Equipment		-	-	21	493	488	488	80	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on upgrading of existing assets	1	-	-	705	1 572	1 658	1 658	229	-	5
Upgrading of Existing Assets as % of total capex		0,0%	0,0%	73,0%	18,0%	13,7%	13,7%	2,7%	0,0%	100,0%
Upgrading of Existing Assets as % of deprecn"		0,0%	0,0%	18,6%	42,4%	44,7%	44,7%	6,5%	0,0%	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 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Present value
R thousand								
Capital expenditure	1							
Vote 01 - Executive & Council		9	-	5	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office		5 004	-	-	-	-	-	-
Vote 04 - Administration		3 375	-	-	-	-	-	-
Vote 05 - Planning & Development		14	-	-	-	-	-	-
Vote 06 - Infrastructure Services		-	-	-	-	-	-	-
Vote 07 -		-	-	-	-	-	-	-
Vote 08 -		-	-	-	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-
List entity summary if applicable								
Total Capital Expenditure		8 402	-	5	-	-	-	-
Future operational costs by vote	2							
Vote 01 - Executive & Council								
Vote 02 - Office Of The Municipal Manager								
Vote 03 - Budget & Treasury Office								
Vote 04 - Administration								
Vote 05 - Planning & Development								
Vote 06 - Infrastructure Services								
Vote 07 -								
Vote 08 -								
Vote 09 -								
Vote 10 -								
Vote 11 -								
Vote 12 -								
Vote 13 -								
Vote 14 -								
Vote 15 - Other								
List entity summary if applicable								
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Rental of facilities and equipment		1 419	1 482	1 572				
List other revenues sources if applicable		7 150	7 150	7 150				
List entity summary if applicable								
Total future revenue		8 569	8 632	8 722	-	-	-	-
Net Financial Implications		(167)	(8 632)	(8 717)	-	-	-	-

DC9 Frances Baard - Supporting Table SA36 Detailed capital budget

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUOF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	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:																	
List all capital projects grouped by Function																	
Executive And Council	on-Infrastructure New Furniture And Office E	PC00202003005	NEW	rest, effective and development-oriented public	Growth			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	500	39	-	
Executive And Council	Capital Non-Infrastructure Existing Upgradin	PC0020202020205	UPGRADING	rest, effective and development-oriented public	Governance			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	-	9	-	5
Finance And Administration	Astructure Existing Renewal Intangible Assa	0020202010070020	RENEWAL	rest, effective and development-oriented public	Governance			Licences And Rights	Computer Software And Applications	RADMIN OR HEAD OFFICE	0	0	-	5 000	5 000	-	-
Finance And Administration	Capital Non-Infrastructure Existing Renewal	PC002020201009	RENEWAL		Governance			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	60	18	-	-
Finance And Administration	Capital Non-Infrastructure New Computer Eq	PC0020203004	NEW	rest, effective and development-oriented public	Growth			Computer Equipment	Computer Equipment	RADMIN OR HEAD OFFICE	0	0	-	170	1260	160	-
Finance And Administration	Capital Non-Infrastructure New Furniture An	PC0020203005	NEW	rest, effective and development-oriented public	Growth			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	2	4	24	-
Finance And Administration	Capital Non-Infrastructure New Machinery A	PC0020203009	NEW		Growth			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	71	5	148	400
Finance And Administration	Capital Non-Infrastructure Existing Upgradin	00202020202030010	UPGRADING	rest, effective and development-oriented public	Governance			Operational Buildings	Municipal Offices	RADMIN OR HEAD OFFICE	0	0	-	1 000	-	-	-
Finance And Administration	Capital Non-Infrastructure Existing Upgradin	PC0020202020204	UPGRADING	rest, effective and development-oriented public	Governance			Computer Equipment	Computer Equipment	RADMIN OR HEAD OFFICE	0	0	-	621	130	98	-
Finance And Administration	Capital Non-Infrastructure Existing Upgradin	PC0020202020205	UPGRADING	rest, effective and development-oriented public	Governance			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	64	17	-	-
Finance And Administration	Capital Non-Infrastructure Existing Upgradin	PC0020202020209	UPGRADING		Governance			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	21	238	80	-
Community And Social Services	Capital Non-Infrastructure New Furniture An	PC0020203005	NEW	rest, effective and development-oriented public	Growth			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	5	4	-	-
Community And Social Services	Capital Non-Infrastructure New Machinery A	PC0020203009	NEW		Growth			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	100	195	-	-
Community And Social Services	Capital Non-Infrastructure Existing Upgradin	PC0020202020205	UPGRADING	rest, effective and development-oriented public	Governance			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	8	-	-	-
Community And Social Services	Capital Non-Infrastructure Existing Upgradin	PC0020202020209	UPGRADING		Governance			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	-	500	-	-
Community And Social Services	Capital Non-Infrastructure New Other Assets	PC002020300300100	NEW	rest, effective and development-oriented public	Growth			Operational Buildings	Municipal Offices	RADMIN OR HEAD OFFICE	0	0	-	3 065	3 065	-	-
Planning And Development	Capital Non-Infrastructure New Furniture An	PC0020203005	NEW	rest, effective and development-oriented public	Growth			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	3	-	-	-
Planning And Development	Capital Non-Infrastructure New Machinery A	PC0020203009	NEW		Growth			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	15	-	-	-
Planning And Development	Capital Non-Infrastructure Existing Upgradin	PC0020202020205	UPGRADING	rest, effective and development-oriented public	Governance			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	-	15	14	-
Environmental Protection	Capital Non-Infrastructure New Computer Eq	PC0020203004	NEW	rest, effective and development-oriented public	Growth			Computer Equipment	Computer Equipment	RADMIN OR HEAD OFFICE	0	0	-	-	12	-	-
Environmental Protection	Capital Non-Infrastructure New Furniture An	PC0020203005	NEW	rest, effective and development-oriented public	Growth			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	-	7	-	-
Environmental Protection	Capital Non-Infrastructure New Machinery A	PC0020203009	NEW		Growth			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	469	14	-	-
Environmental Protection	Capital Non-Infrastructure Existing Upgradin	PC0020202020205	UPGRADING	rest, effective and development-oriented public	Governance			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	-	28	-	-
Environmental Protection	Capital Non-Infrastructure Existing Upgradin	PC0020202020209	UPGRADING		Governance			Machinery And Equipment	Machinery And Equipment	RADMIN OR HEAD OFFICE	0	0	-	250	-	-	-
Other	Capital Non-Infrastructure Existing Renewal	PC002020201005	RENEWAL	rest, effective and development-oriented public	Governance			Furniture And Office Equipment	Furniture And Office Equipment	RADMIN OR HEAD OFFICE	0	0	-	-	5	-	-
Parent Capital expenditure													967	12 126	9 419	400	5
Entities:																	
List all capital projects grouped by Entity																	
Entity A																	
Water project A																	
Entity B																	
Electricity project B																	
Entity Capital expenditure													-	-	-	-	-
Total Capital expenditure													967	12 126	9 419	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

R thousand	Table 3.30: Consolidated Medium Operational Projects												Prior year outcomes		2021/22 Medium Term Review & 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 Outcomes 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
Parent municipality: List all operational projects grouped by Function																		
Executive And Council	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				16 803	22 558	21 389	21 754	22 734	
Executive And Council	O_Two_Cd_Social Development Programme (Referrals)	P000007016	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	9	30	30	30	
Executive And Council	Operational/Typical Work Streams Community Development Youth Projects/Youth Dev	P000000717002	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				256	401	25	25	25	
Executive And Council	Operational/Typical Work Streams Integrated Public Transport Network	P0000336	Work Streams	effective and development-oriented pu	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				13	500	-	-	-	
Executive And Council	Two-Community Development Child Programmes	P000007001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				53	55	25	25	25	
Executive And Council	Two-Community Development Disability	P000007004	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				58	300	30	30	30	
Executive And Council	Two-Community Development Elderly	P000007007	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				27	25	55	55	55	
Executive And Council	Two-Community Development Food Security & Self Help Programmes	P000007001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				216	220	150	150	150	
Executive And Council	Two-Community Development Gender Development	P000007011	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				46	90	202	82	82	
Finance And Administration	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				39 765	48 442	50 372	52 327	53 990	
Finance And Administration	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	150	-	-	-	
Finance And Administration	O_Two_Financial Mngt Grant_Audit Outcomes	P000035001	Work Streams	accountable; effective and efficient loc	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				65	-	100	100	100	
Finance And Administration	Two-Financial Management Grant Financial Statements	P000035004	Work Streams	accountable; effective and efficient loc	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				86	199	198	198	198	
Finance And Administration	Operational/Maintenance Non-Infrastructure Preventative Maintenance Condition Based	P0001002001002004	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Computer Equipment	Unspecified	R-ADMIN OR HEAD O				4	20	20	20	20	
Finance And Administration	Default Transactions	P0001002001001009	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Financial Performance Indicators	Revenue Items	R-ADMIN OR HEAD O				0	-	-	-	-	
Finance And Administration	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001002	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	Unspecified	R-ADMIN OR HEAD O				385	589	469	490	508	
Finance And Administration	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P000100200100100702	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	R-ADMIN OR HEAD O				2 145	2 631	2 339	2 436	2 518	
Finance And Administration	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001009	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Machinery And Equipment	Unspecified	R-ADMIN OR HEAD O				62	85	51	53	55	
Finance And Administration	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001009	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	R-ADMIN OR HEAD O				512	507	498	523	544	
Finance And Administration	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001011	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Transport Assets	Transport Assets	R-ADMIN OR HEAD O				6	38	30	32	33	
Internal Audit	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				2 828	3 787	3 739	3 940	4 096	
Internal Audit	Operational/Maintenance Infrastructure Preventative Maintenance Condition Based Inter	P000100200100200001	Preventative Maintenance	peltive and responsive economic infra	Governance	PAL STRATEGIC OBJECTIVE	Information And Communication Infra	Data Centres	R-ADMIN OR HEAD O				15	40	40	42	45	
Community And Social Services	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				6 298	7 978	9 732	9 993	9 908	
Community And Social Services	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	252	441	459	
Community And Social Services	Operational/Typical Work Streams Emergency And Disaster Management Annual Revie	P000003401	Work Streams	re; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	500	-	-	
Community And Social Services	Operational/Typical Work Streams	P000003402	Work Streams	re; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				113	109	109	114	116	
Community And Social Services	Operational/Typical Work Streams Emergency And Disaster Management Disaster Re	P000003403	Work Streams	re; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				514	1 128	500	526	546	
Community And Social Services	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001009	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Machinery And Equipment	Unspecified	R-ADMIN OR HEAD O				259	266	188	198	208	
Community And Social Services	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001009	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Machinery And Equipment	Unspecified	R-ADMIN OR HEAD O				11	24	21	22	22	
Housing	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				2 232	2 310	3 625	3 783	3 913	
Housing	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				771	860	860	-	860	
Planning And Development	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				12 527	19 331	19 989	21 083	22 012	
Planning And Development	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				2 159	1 650	1 760	1 139	1 202	
Planning And Development	O_Two_Sm&G_Inf Planning And Revision	P000034008	Work Streams	accountable; effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	50	303	58	
Planning And Development	Operational/Typical Work Streams City Cleanliness And Clean-Up/Clean-Up Actions	P000035001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				983	-	-	-	-	
Planning And Development	Operational/Typical Work Streams Local Economic Development Project Implementat	P000032302	Work Streams	effective and development-oriented pu	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				416	2 213	920	770	470	
Planning And Development	Operational/Typical Work Streams Spatial Planning	P00003342	Work Streams	effective and development-oriented pu	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				0	-	233	400	420	
Planning And Development	Operational/Typical Work Streams Spatial Planning	P00003342	Work Streams	effective and development-oriented pu	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-MAGARENG				168	393	-	-	-	
Planning And Development	Operational/Typical Work Streams Spatial Planning	P00003342	Work Streams	effective and development-oriented pu	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-PHOKWANE				70	19	59	210	220	
Planning And Development	Operational/Typical Work Streams Strategic Management And Governance Governme	P000034407	Work Streams	accountable; effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	120	-	-	
Planning And Development	Operational/Typical Work Streams Strategic Management And Governance Governme	P000034407	Work Streams	accountable; effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-MAGARENG				0	-	220	-	-	
Planning And Development	Operational/Typical Work Streams Strategic Management And Governance Governme	P000034409	Work Streams	accountable; effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	300	-	-	
Planning And Development	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	-	5	6	
Planning And Development	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-DIKGATLONG				3 879	4 000	5 000	2 500	2 500	
Planning And Development	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-MAGARENG				4 631	4 000	5 000	2 500	2 500	
Planning And Development	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-PHOKWANE				4 236	4 000	5 000	2 500	2 500	
Planning And Development	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-SOL PLATJE				7 500	4 500	5 000	2 500	2 500	
Planning And Development	Two-Local Economic Development Completion Of Plan	P000032301	Work Streams	effective and development-oriented pu	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				110	90	-	-	-	
Planning And Development	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001002	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	R-ADMIN OR HEAD O				0	-	1 575	4 000	-	
Planning And Development	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P000100200100100702	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	R-ADMIN OR HEAD O				123	134	691	149	157	
Planning And Development	Operational/Maintenance Non-Infrastructure Preventative Maintenance Condition Based	P0001002001002004	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	R-ADMIN OR HEAD O				1 467	2 543	2 576	2 703	2 706	
Planning And Development	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001009	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Transport Assets	Transport Assets	R-ADMIN OR HEAD O				111	187	469	496	551	
Environmental Protection	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				0	2 613	6 681	7 031	7 392	
Environmental Protection	O_Two_Environmental, Environmental Health	P000031504	Work Streams	re; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				7	26	25	25	25	
Environmental Protection	Operational/Typical Work Streams Emergency And Disaster Management Disaster Re	P000031403	Work Streams	re; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				1 218	2 121	3 129	3 990	4 002	
Environmental Protection	Operational/Typical Work Streams Environmental Air Quality Management	P0000301501	Work Streams	re; responsive and sustainable social pr	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				0	-	2 000	650	-	
Environmental Protection	Operational/Typical Work Streams Health And Welfare/Municipal Health Service	P000031904	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				7	5	14	14	14	
Environmental Protection	Operational/Typical Work Streams Spatial Planning	P00003342	Work Streams	effective and development-oriented pu	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				0	3	-	-	-	
Environmental Protection	Operational/Typical Work Streams Strategic Management And Governance Strategic I	P0000304016002	Work Streams	accountable; effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				168	370	390	390	390	
Environmental Protection	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				196	-	-	-	-	
Environmental Protection	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	450	200	-	
Environmental Protection	Two-District Initiatives & Assistance To Mun-Assist To Local Municipalities	P000031001	Work Streams	re; responsive and sustainable social pr	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	-	90	104	104	
Environmental Protection	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P0001002001001005	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	Unspecified	R-ADMIN OR HEAD O				24	30	30	30	30	
Other	Operational/Municipal Running Cost	P0002	Municipal Running Cost	man settlements and improved quality of life; responsive and sustainable social pr	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O				1 786	1 844	2 488	2 650	2 126	
Other	O_Two_Tourism, Tourism Projects	P000034604	Work Streams	effective and development-oriented pu	Growth	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				0	370	350	442	446	
Other	Operational/Typical Work Streams Tourism/Tourism Development	P000034603	Work Streams	effective and development-oriented pu	Growth	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS				232	518	789	810	833	
Other	Two-Tourism/Research On Tourism	P000034602	Work Streams	effective and development-oriented pu	Growth	PAL STRATEGIC OBJECTIVE			R-PHOKWANE				45	-	5	5	6	
Other	Operational/Maintenance Non-Infrastructure Preventative Maintenance Interval Based	P000100200100100702	Preventative Maintenance	effective and development-oriented pu	Governance	PAL STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	R-ADMIN OR HEAD O				0	-	60	60	60	
Parent Operational expenditure													0	120 175	153 104	161 538	148 970	154 342
Entities: 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	161 538	148 970	154 342	

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

FRANCES BAARD DISTRICT MUNICIPALITY



SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021 / 2022

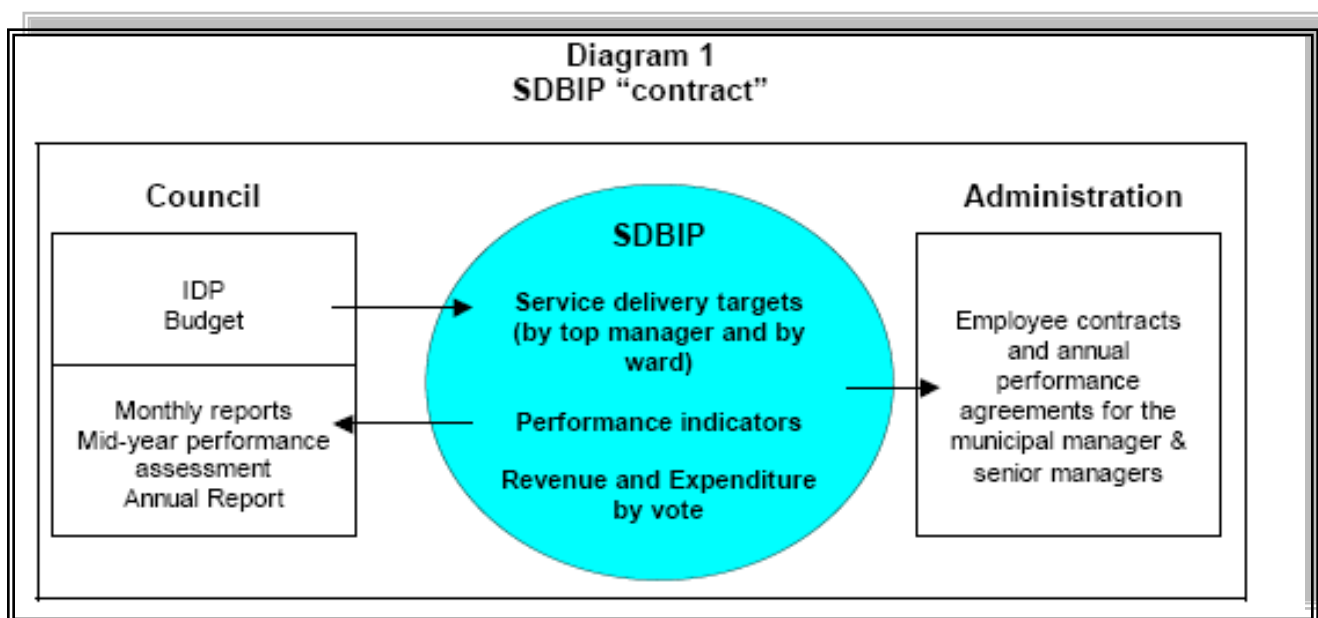
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

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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.



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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.

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

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

The structure of the FBDM's 2021/22 SDBIP in the table below considers the pertinent legal requirements:

SECTION	DESCRIPTION
Introduction	<ul style="list-style-type: none">• Legislative description of the SDBIP• Components of the SDBIP
Capital Works Plan	<ul style="list-style-type: none">• Three-year capital works plan• Spatial Development Framework• A list of key capital projects to be implemented in the budget year broken down according to municipalities
High level Service Delivery Breakdown	<ul style="list-style-type: none">• Municipal score card showing KPI's and targets
Budget Implementation Plan for 2021/22	<ul style="list-style-type: none">• Monthly projections of revenue to be collected by source• Monthly projections of expenditure of operating, and revenue for each vote• Monthly projection of capital by vote
Conclusion	<ul style="list-style-type: none">• SDBIP as significant monitoring tool

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

- Executive and Council
- Budget and Treasury

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- 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	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Vote 01 - Executive & Council	–	29	19	–	–	–	–	–	–	–
Vote 02 - Office Of The Municipal Manager	55	45	9	8	8	8	7	500	–	–
Vote 03 - Budget & Treasury Office	1,862	205	15	4	4	4	–	3,000	–	–
Vote 04 - Administration	2,356	346	3,283	3,408	2,040	2,040	359	4,645	200	–
Vote 05 - Planning & Development	56	3	17	14	14	14	–	–	–	–
Vote 06 - Infrastructure Services	2,995	3,238	5,852	91	91	91	18	11	–	–
Total Capital Expenditure - Vote	7,325	3,865	9,195	3,525	2,156	2,156	384	8,155	200	–

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

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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 2021/22 are broken down according to category B municipalities in the District.

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Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Operational - O & M									
Dikgatlong Municipality (NC092)	2,500	3,400	1,282	2,500	3,500	3,500	2,500	2,500	2,500
Magareng Municipality (NC093)	2,500	4,100	1,750	2,500	3,500	3,500	2,500	2,500	2,500
Phokwane Municipality (NC094)	2,545	2,278	1,747	2,500	2,500	2,500	2,500	2,500	2,500
Sol Plaatje Municipality (NC091)	2,500	2,500	1,750	2,500	5,500	5,500	2,500	2,500	2,500
Capital									
Dikgatlong Municipality (NC092)	2,500	3,400	–	2,400	2,400	2,400	–	–	–
Magareng Municipality (NC093)	2,500	4,100	–	2,000	2,000	2,000	–	–	–
Phokwane Municipality (NC094)	2,545	2,278	–	2,000	2,000	2,000	–	–	–
Sol Plaatje Municipality (NC091)	2,500	2,500	–	2,000	2,000	2,000	–	–	–
	20,090	24,555	6,529	18,400	23,400	23,400	10,000	10,000	10,000

3. HIGH-LEVEL SERVICE DELIVERY BREAKDOWN

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

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

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

3.1 MUNICIPAL STRATEGIC OBJECTIVES:

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

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

3.2 FBDM PERFORMANCE PLAN / OPERATIONAL PLAN / SCORE CARD - 2021/22 Financial Year:

	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

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	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`%

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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.										
	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		480 samples collected	Number of samples collected and analysed	Quarterly reports	120	120	120	120
		13.2	Number of inspections at food premises to determine food safety		650 inspections completed	Number of inspections conducted	Quarterly reports	162	162	162	164
		13.3	Number of surface swabs collected to analyse for diseases and other health risks		180 swabs collected	Number of surface swabs collected & analysed	Quarterly reports	45	45	45	45
		13.4	Number of food handlers trained on environmental health requirements		400 food handlers trained	Number of food handlers trained	Quarterly reports	100	100	100	100
		13.5	Number of inspections conducted at non-food premises to determine health safety		320 inspections	Number of inspections conducted	Quarterly reports	80	80	80	80
14	To implement and monitor environmental planning and management in the Frances Baard district	14.1	Number of awareness campaigns implemented		120 awareness campaigns implemented	Number of campaigns implemented	Quarterly reports	30	30	30	30
		14.2	Number of environmental calendar days celebrated		7 environmental calendar days celebrated	Number of days celebrated	Quarterly reports	2	1	2	2
		14.3	Number of atmospheric emissions inventory updates performed		4 updates performed	Number of updates performed	Quarterly reports	1	1	1	1
		14.4	Number of ambient air quality monitoring reports		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			
	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 (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..											
	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			
	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 137,85m and the expenditure amounts to R 143,58m
The table below provides a summary of the monthly projections for revenue and expenditure per vote.

4.2 Monthly projections: Capital expenditure by vote

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

The FBDM envisages a spending of R8, 155m 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 2021/22 financial year for each vote.

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Vote 1 - Council & Executive	42	42	42	42	42	42	42	42	42	42	42	42	500	-	-
Vote 2 - Budget & Treasury	250	250	250	250	250	250	250	250	250	250	250	250	3,000	-	-
Vote 3 - Corporate Services	387	387	387	387	387	387	387	387	387	387	387	387	4,645	200	-
Vote 4 - Planning & Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Project Management & Advisory Services	1	1	1	1	1	1	1	1	1	1	1	1	11	-	-
Total Capital Expenditure	680	680	680	680	680	680	680	680	680	680	680	680	8,155	200	-

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

VOTE	July			August			September			October			November			December		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<u>Executive & Council</u>																		
Council	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0
Municipal Manager	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0
Committee Services & Administration	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0
Internal Audit	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0
Communications	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0
Risk Unit	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0
Political Office - Administration	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0
Youth Unit	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0
Legal & Compliance	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0
<u>Budget & Treasury</u>																		
Directorate	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83
Finance: Revenue & Expenditure	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888
Finance: Budget Office	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0
Finance: Supply Chain Management	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0
Finance: Motor Vehicle Pool	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0
<u>Corporate Services</u>																		
Director: Administration	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0
Information Systems	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0
Human Resource Management	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0
Office support Services	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0
Environmental Health	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0
Firefighting & Disaster Management	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22
<u>Planning & Development</u>																		
Directorate: Planning	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125
Local Economic Development	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0
GIS Management	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0
Spacial Planning	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0
Tourism	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0
IDP Management	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0
<u>Project Management & Advisory Services</u>																		
Directorate: Infrastructure Development	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0
Project Management Services	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295
Maintenance of Roads	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75
Housing	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0
Total by Vote	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,965

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

VOTE	January			February			March			April			May			June			Total		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<u>Vote1: Executive & Council</u>																					
Council	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	12,646	0	0
Municipal Manager	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0	2,505	0	0
Committee Services & Administration	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0	1,381	0	0
Internal Audit	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0	3,611	0	0
Communications	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0	2,483	0	0
Risk Unit	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0	1,445	0	0
Political Office - Administration	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0	3,807	500	0
Youth Unit	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0	1,810	0	0
Legal & Compliance	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	1,085	0	0
<u>Vote2 - Budget & Treasury</u>																					
Directorate	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83	6,743	0	1,000
Finance: Revenue & Expenditure	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	3,730	0	130,652
Finance: Budget Office	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0	7,365	3,000	0
Finance: Supply Chain Management	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0	3,836	0	0
Finance: Motor Vehicle Pool	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0	1,761	0	0
<u>Vote3: Corporate Services</u>																					
Director: Administration	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	2,027	0	0
Information Systems	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0	4,690	1,140	0
Human Resource Management	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0	5,450	12	0
Office support Services	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	13,174	1,230	0
Environmental Health	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0	8,927	250	0
Vote: Firefighting & Disaster Management	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22	9,697	2,013	259
<u>Vote4: Planning & Development</u>																					
Directorate: Planning	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125	3,540	0	1,500
Local Economic Development	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0	6,403	0	0
GIS Management	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	2,771	0	0
Spacial Planning	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0	2,556	0	0
Tourism	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0	2,771	0	0
IDP Management	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0	2,556	0	0
<u>Vote5: Project Management & Advisory Services</u>																					
Directorate: Infrastructure Development	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0	2,251	11	0
Project Management Services	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	17,394	0	3,544
Maintenance of Roads	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75	897	0	897
Housing	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0	4,269	0	0
Total by Vote	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	143,580	8,155	137,852

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

4.3 Monthly projections: Revenue by source

	July R 000	August R 000	September R 000	October R 000	November R 000	December R 000	January R 000	February R 000	March R 000	April R 000	May R 000	June R 000	Total R 000
Grants	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	130,702
Interest earned - external investments	479	479	479	479	479	479	479	479	479	479	479	479	5,750
Other	33	33	33	33	33	33	33	33	33	33	33	33	400
Rental of facilities and equipment	83	83	83	83	83	83	83	83	83	83	83	83	1,000
Total Revenue by Source	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	137,852

5. CONCLUSION

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

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

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

And explanation of:

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

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021-2022

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.

SUBMITTED BY:

DATE: _____

Municipal Manager

APPROVED BY:

DATE: _____

Executive Mayor