

# **THABAZIMBI LOCAL MUNICIPALITY**

## **ANNUAL BUDGET 2014-15**



**2014/15 TO 2016/17**

**MEDIUM TERM REVENUE AND EXPENDITURE FORECASTS**

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30/03/2014

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**THABAZIMBI LOCAL MUNICIPALITY****VISION**

To be the leading Municipality offering quality services in the most economic, affordable, equitable and sustainable manner

**MISSION**

To promote coordinate, implement and ensure the financial and environmentally sustainable growth and development of Thabazimbi with a diversified and viable economy that provides an environment and services that benefit all.

**Values**

- Dedication and perseverance
- Accountable Leadership and Transparency
- Integrity and Honesty
- Mutual Respect and Tolerance
- Customer service
- Commitment and Positive attitude
- Team work and loyalty
- Healthy communication
- Embracing Batho pele

## **Part 1 – Annual Budget**

### **1.1 Mayor's Report**

#### **1. Introduction**

I have great pleasure and privilege to present for your approval the Annual Budget and IDP for 2014/15 MTREF to you.

Hon. Speaker, the presentation of these estimates is consistent with section 22 of the Municipal Finance Management Act, (MFMA). We, in Thabazimbi view the budget as a planning tool and instrument through which we manage public funds in a way that ensures that we continue to improve the quality of life of our people. We see the budget as an instrument of development and we do this through planning, allocation of resources, control and proper accounting for every cent entrusted to this Municipality.

Hon. Speaker, the 2014/15 Annual Budget and IDP were prepared under challenging circumstances considering that the world economy is still in difficulty, and global institutions are struggling to find their way. The budget framework for the next three years is designed to manage the risk in constrained fiscal environment while building a foundation for economic growth. The Annual Budget and IDP were also prepared after taking into consideration a number of issues that were raised during the Strategic Planning Session held on the 13th to the 14th of March 2014 at Mabalingwe and the first round of Public Participation exercise which was undertaken during the month of October and November 2013.

It took a lot of effort to balance the Budget taking into account the critical need to continue to improve service delivery with the limited resources available. In preparation of these Budget Estimates, we took into consideration several macro – economic forecasts and factors including the Consumer Price Index inflation which is projected to be approximately at 6.2 %, projected real GDP growth of 2.7% as well as price increases of direct costs of our service delivery inputs. It is acknowledged that while the Municipality is not a profit-making organization it must be maintained as a going concern; therefore the municipality cannot sustain itself if it fails to recoup the cost of delivering services.

Hon. Speaker, the tough economic times that we currently face push us to be more creative, more innovative but still need to remain highly productive. A conservative approach has been adopted when projecting expected revenues and cash receipts as municipal cash flows are expected to remain under pressure during the 2014/15 budget year. The municipality has during the preparation of the estimates prioritise expenditure relating to core infrastructure and also ensured that key objectives are achieved and well performing projects are supported. The municipality will during the budget year pay more attention on effectively managing revenue and eliminate non priority spending.

We need to continue to foster efforts to ensure that we are creators and facilitators of job opportunities in a bid to reduce the high levels of unemployment. We continue to be advocates of labour intensive projects in and around our areas of jurisdiction to try and reduce the current levels of unemployment within our community which saw a slight improvement from 21% to 20.6% in the 2011 census statistics.

#### **2. Revenue**

Total revenue of R267.3 million has been budgeted for in the 2014/15 financial year and will increase to R303.3 million over the MTREF period. The budgeted revenue has increased by 8.4% from the approved adjusted budget for the 2013/14 financial year.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. In the 2013/2014 financial year revised budget, revenue from rates and services charges totalled

R160 million and this constituted 65% of the total revenue (excluding capital receipts). In the forecasted year 2014/15, Rates and service charges increased to R 178 million and this still constitutes 67% of total revenue for the year. A 6.2% increase on property rates is proposed in line with the general increase on consumer price index.

The municipality has experienced poor cash flows in 2013/14 financial year due to poor revenue collection strategies, however the municipality has since set up an effective credit control unit and additional auxiliary measures to ensure improved collections are being explored

The municipality is in the process of performing customer data collection and verification to ensure that accurate information of customers is recorded on the billing system and that monthly bills are distributed to correct customers.

- All faulty and non functioning meters will be replaced during the first quarter of the 2014/15 financial year and this will result in accurate meter readings taken.
- The municipality is in the process of acquiring smart metering software to ensure that proper debt control is implemented as per our policy, the first phase of this project commenced in 2013/14 financial year in ward 2 and needs to continue to other wards as well.
- The municipality will be converting from conventional electricity meters to prepaid meters during the financial year 2014/15, this is continuing as planned.
- The municipality is also in the process of reviewing the current revenue enhancement plan and to implement the turnaround strategies to ensure improved revenue generation and collections.

Operating grants and transfers totals R69 million in the 2014/15 financial year and is forecasted to maintain at R68 million over the MTREF period...

Within this framework the municipality has undertaken the tariff setting process relating to service charges as follows.

### 2.1 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

A supplementary valuation roll was prepared to update new upgrade and correct incorrectly zoned properties in prior years as required by the Municipal Property Rates Act. The category of rate-able properties for the purposes of levying rates and the proposed rates for the 2014/15 financial year is based on the valuation roll prepared in 2012/13 and where changes and upgrades were made the supplementary valuation roll will take precedence.

The overall increase of 6.2% in revenue from property rates is based on maintaining the value of the property revenue to the municipality in real terms.

### 2.2 Sale of Water and Impact of Tariff Increases

Thabazimbi continues to face challenges with regard to water supply and electricity, since demand growth outweighs supply. Consequently, National Treasury (through MFMA, Circular 66) is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective-including the cost of maintenance and renewal of purification plants, water networks and cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariff are designed to encourage efficient and sustainable consumption.

In addition National Treasury has urged all municipalities to ensure that water tariff structures are cost reflective by 2014.

Adequate maintenance of infrastructure and cost-reflective tariffs will ensure that the supply challenges are managed in the future to ensure basic service delivery sustainability. Magalies Water has proposed to increase its bulk tariffs with 14% from 1 July 2014. Additional overheads that are directly related to water distribution such as maintenance of the water distribution infrastructure, and continuous improvement of our water quality as measured by the blue drop has forced the Municipality to incorporate a 0.5% mark-up to try and break even on water distribution incorporating distribution losses. A 14.5% increase in water tariff has been implemented during the 2014/15 and we forecast that we will maintain an increase of 5.9% over the next two MTREF period.

In addition, 6KL water per 30-day period will be granted free of charge to all registered indigent residents as proposed in the Indigents policy for 2014/2015.

### 2.3 Sale of Electricity and Impact of Tariff Increase

NERSA has announced the revised bulk electricity pricing structure. A 7.39% increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2014.

Considering Eskom increases, the consumer tariff had to be increased by 7.40% to offset the additional bulk purchase cost from 1 July 2014. Furthermore, it should be noted that given the magnitude of the tariff increase it is expected to compensate for the repairs and maintenance of the electricity distribution network and efficient servicing of our electricity distribution infrastructure assets and distribution losses.

Registered indigents will still be granted 50kWh per 30-day period free of charge; however an annual review of the indigent's qualification will need to be conducted to authenticate the beneficiaries as per our Municipal indigent policy.

## 3 Expenditure

The municipality's expenditure framework for the 2014/15 budget and MTREF is informed by the following:

- The assets renewal strategy and repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core service; and
- Strict adherences to the principle of no project plan no budget. If there is no business plan no funding allocation can be made.
- Cost containment measures will be implemented in the budget year to eliminate waste, and ensure savings on the five focus areas namely; consultancy fees, travel and related costs, advertising, catering and event costs as well as accommodation costs.

### 3.1 Employee related costs

The budget allocation for employee related costs (both Political office bearers & officials) for the 2014/15 financial year totals R102million (Inclusive of travelling and subsistence for employees), which equals 39% of the total operating expenditure. This represents a 8% increment from revised 2013/14 figures. The increase is due to annual salary increase of 6.79% as guided by the multi year Salary and Wage collective Agreement for the period 1 July 2012 to 30 June 2015 as well as the cost for absorbing a number of temporary employees during the budget year. Efforts will be undertaken to reduce the overtime costs as well as to align the number of EPWP workers to the approved EPWP incentive grant available.

### 3.2 Bulk purchases, repairs and maintenance, operating expenditure

Bulk purchases are directly informed by the purchase prices of electricity from Eskom and water from Magalies Water. The annual price increases have been factored into the budget appropriations and directly inform the revenue forecasts. The expenditure includes distribution losses. We will continue to reduce the distribution losses relating to revenue foregone during the budget year and this will ease our cash flow crisis.

Other materials comprise of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals. In line with the municipality's repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the municipality's infrastructure. For 2014/15 the appropriation for repairs and maintenance is R22 million which constitutes 10% of the total operating expenditure for 2014/15 and continues to grow at 5.9% for the two outer years of MTREF

Aligned to the priority number one of our 2014/15 IDP to provide water and sanitation we need to preserve and maintain the municipality's current infrastructure, the 2014/15 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome to ensure continued existence and operating efficiency of the Municipal Infrastructure.

There is a reduction of R million on general expenditure and contracted services as a result of anticipated cost containment measures as a result of reducing non priority spending.

### 3.3 Capital Expenditure

In 2014/15, R50 million has been appropriated for the development and acquisition of infrastructure to try and reach out to some areas of our community yet to have the necessary infrastructure for service delivery. In the two outer years capital expenditure is forecasted at R48 million, and R41 million respectively for each of the financial years. Waste water management has the highest allocation of R 28 million in 2014/15 which equates to 56% per cent followed by electricity and water infrastructure which totals R4.5million for refurbishment of boreholes in Thabazimbi to ease our water bills from Magalies, upgrade the old water pipes for effective water distribution. Roads and waste management was allocated a total of R3.5million. The purchase upgrading of the chamber was also incorporated with an anticipated cost of R2 million as the budgeted cash flow needs for 2014/15. The smart metering project was allocated R2.5 million, construction of Northam and Thabazimbi cemeteries was allocated R1.2million, was reserved for renovations and upgrade of the abovementioned property. The electricity load management system was allocated R1.8million and lastly R1.2million was reserved for IT related projects to improve connectivity and communication between our sparsely distributed departments.



#### 4 Conclusion

In conclusion, I would like to bring to your attention that the municipality;

- Had a very vibrant strategic planning session which brought about critical action plans to turnaround our fortunes as a Municipality
- With the leadership and guidance of our dedicated management and political office bearers, undertook a series of intensely contested sessions of Public Participation to give feedback to our community and also to afford our community a platform to raise their concerns and also acknowledge the beautiful work our Municipality has done through service delivery over the past financial year.
- Has managed to assemble a pool of highly skilled personnel to turn our Municipal fortunes around

Allow me to convey a word of gratitude to our committed and valued councillors, managers and the employees in general who, even during these trying times of municipal financial challenges managed to bring the institution to a state it is in now.

I believe with adequate cohesion of all our efforts in different departments, 2014/15 should see Thabazimbi Local Municipality as a standard benchmark of excellence in the province, through quality service delivery and improved accountability.

I thank you!

## 1.2 Council resolutions

On the 31<sup>st</sup> of March 2014 the Council of Thabazimbi Local Municipality met in the Council Chambers to consider for approval the Final annual budget of the municipality for the financial year 2014/15. The Council considered for approval the following resolutions:

1. The Council of Thabazimbi Local Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) will consider approving and adopting:

1.1 The Final Annual Budget of the municipality for the financial year 2014/15 and the multi-year and single year capital appropriations as set out in the following tables:

1.1.1. Final Budgeted Financial Performance (revenue and expenditure by standard classification) as contained in Table 14;

1.1.2. Final Budgeted Financial Performance (revenue and expenditure by municipal vote) as contained in Table 15;

1.1.3. Final Budgeted Financial Performance (revenue by source and expenditure by type) as contained in Table 16; and

1.1.4. Multi-year and single-year Final capital appropriations by municipal vote and standard classification and associated funding by source in Table 17.

1.2. The Financial Position, cash flow budget, cash-backed reserves/accumulated surplus, asset management and basic services delivery targets will be considered for approval as set out in the following tables:

1.2.1 Budgeted Financial Position as contained in Table 18;

1.2.2 Budgeted Cash flows as contained in Table 19;

1.2.3 Cash backed reserves and accumulated surplus reconciliation as contained in Table 20;

1.2.4 Asset management as contained in Table 21; and

1.2.5 Basic service delivery measurement as contained in Table 22.

2 The Council of Thabazimbi Local Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) will consider approving and adopting with effect from 1 July 2014:

2.1 The tariffs for property rates – as set out in Annexure 2

2.1.2 Tariff book attached as annexure 1

2.1.3 Virement policy attached as annexure 3

2.1.4 Indigents policy attached as annexure 4

2.1.5 Asset management policy attached as annexure 7

2.1.6 Credit control policy attached as annexure 5

2.1.7 Supply chain management policy attached as annexure 8

3 The Council of Thabazimbi Local Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) will consider approving and adopting with effect from 1 July 2014 the tariffs of other services, as set out in Annexures 5.

4 To give proper effect to the municipality's Final annual budget, the council of Thabazimbi Local Municipality approves:

4.1 that cash backing is implemented through the utilisation of a portion of the revenue generated from property rates to ensure that all capital reserves and provisions, unspent long term loans and unspent conditional grants are cash backed as required in terms of the municipality's funding and reserves policy as prescribed by section 8 of the Municipal Budget and Reporting Regulations.

4.2 That the municipality be permitted to enter into long-term loans for the funding of the vehicle funding programme in respect of the 2014/15 financial year of the MTREF in terms Section 46 of the Municipal Finance Management Act.

4.3 That the Municipal Manager be authorised to sign all necessary agreements and documents to give effect to the above lending programme.

### 1.3 Executive summary

The application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low-to-high priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on non-core items. Key areas where savings were realised were on telephone and internet usage, printing, workshops, and national travel, accommodation, and catering.

National treasury's MFMA Circulars No. 58, 59, 66 & 67 were used to guide in the compilation of the 2014/15 MTREF.

The main challenges experienced during the compilation of the 2014/15 MTREF can be summarised as follows:

- The on-going difficulties in the national and local economy;
- Ageing and inadequately maintained water, roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within existing resource constraints given the cash flow realities and declining cash position of the municipality;
- The increased cost of bulk water (Magalies Water Board (14%) as well as Eskom (7.39%)), which is placing pressure on service tariffs to residents. Continuously high tariff increases are not sustainable – as there will be a point where services will no longer be affordable;
- The incorporation of the placement process which has just been concluded.
- Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior years' capital investments needed to be factored into the budget as part of the 2014/15 MTREF process; and

The following budget principles and guidelines directly informed the compilation of the 2014/15 MTREF:

- The 2013/14 Adjustments budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2014/15 Final annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of the services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructural backlogs;
- The appropriations were very conservative especially allocations to the below listed expenditure classes:
  - Special projects
  - Consultant fees
  - Furniture and office equipment
  - Special events
  - Refreshments and entertainment
  - Ad-hoc travelling; and
  - Subsistence, travelling and conference fees

In view of the aforementioned, the following table is a consolidated overview of the proposed 2014/15 Medium Term Revenue and Expenditure Framework:

**Table 1 Consolidated Overview of the 2014/15 MTREF**

R(Thousands)	Adjustments Budget 2013/14	Budget Year 14/15	Budget Year +1 2015/16	Budget Year + 2 2015/16
	R(000)'	R(000)'	R(000)'	R(000)'
Total revenue	286,769.00	299,685.00	314,316.00	334,253.00
Total operating expenditure	230,908.00	233,250.00	250,841.00	268,074.00
Surplus/(Deficit)	55,861.00	66,435.00	63,475.00	66,179.00
Total Capital Expenditure	58,929.00	52,251.00	48,000.00	41,700.00

Total operating revenue has grown by 5% for the 2014/15 financial year compared to the 2013/14 Adjustments Budget; operational expenditure has grown by 23% in the 2014/15 budget year compared to the 2013/14 adjusted budget figures. The surplus for the two outer years increases to R63 million and R66 million respectively. The surpluses will be used to fund capital expenditure to improve service delivery and to further ensure cash backing of reserves.

The capital budget of R52 million for the 2014/15 financial is 3% higher than 2013/14 Adjustments Budget. The slight increase is due to the need to be realistic on our revenue collections and find ways to improve our ability to fund more capital projects from internal funds. The capital expenditure for the 2015/16 financial year is forecasted to be R48 million and then evens out in 2016/17 to R41 million in the following financial year. A substantial portion of the capital budget will be funded from MIG over the MTREF.

### Operating Revenue framework

Thabazimbi Local Municipality strives to continue improving the quality of services provided to its community as highlighted above on its priorities and therefore needs to generate the required revenue to attain that. In these

tough economic times strong revenue management is fundamental to the financial sustainability of our municipality. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditure against realistically anticipated revenues. We have made generous efforts, in the MTREF, to maximise revenue generation without negating the need to be realistic while limiting non-essential expenditure. This places a strenuous burden on our management to be prudent in revenue and expenditure management.

The municipality's revenues strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure an 85 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in the relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigents Policy and rendering of free basic services; and
- Tariff policies of the municipality.

The following table is a summary of the 2014/2015 MTREF revenue (classified by main revenue source):

**Table 2 Summary of revenue classified by revenue source**

Description R thousand	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Revenue By Source</b>									
Property rates	15,834	14,721	17,618	23,650	16,928	16,928	17,978	19,092	20,276
Property rates - penalties & collection charges	–	2	0	8	8	8	–	–	–
Service charges - electricity revenue	32,324	49,673	49,244	53,184	62,026	62,026	66,368	71,014	75,985
Service charges - water revenue	29,493	61,720	50,986	57,104	53,888	53,888	61,432	70,033	79,837
Service charges - sanitation revenue	8,358	10,789	8,155	13,612	18,012	18,012	22,327	23,857	25,473
Service charges - refuse revenue	6,488	7,932	8,890	9,388	9,388	9,388	10,175	10,745	11,347
Service charges - other	626	–	–	–	–	–	–	–	–
Rental of facilities and equipment	499	256	475	750	1,077	1,077	1,152	1,232	1,319
Interest earned - external investments	75	39	31	45	45	45	48	52	55
Interest earned - outstanding debtors	3,953	4,678	4,556	4,555	4,555	4,555	4,801	5,069	5,353
Dividends received	–	–	–	–	–	–	–	–	–
Fines	509	862	706	1,026	629	629	672	720	198
Licences and permits	1,340	2,397	3,448	1,889	2,304	2,304	2,472	2,722	2,987
Agency services	2,122	540	3,609	1,908	1,908	1,908	2,000	2,000	2,000
Transfers recognised - operational	51,172	57,208	67,836	67,686	67,686	67,686	69,092	68,633	68,244
Other revenue	6,337	11,498	3,999	6,579	8,292	8,292	8,872	9,494	10,578
Gains on disposal of PPE	–	16	211	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>159,130</b>	<b>222,331</b>	<b>219,764</b>	<b>241,384</b>	<b>246,745</b>	<b>246,745</b>	<b>267,389</b>	<b>284,663</b>	<b>303,652</b>

Table 3 Percentage growth of revenue by main revenue source

Description R thousand	Current Year 2013/14	Revenue	2014/15 Medium Term Revenue & Expenditure Framework				
	Adjusted Budget	% Change	Budget Year 2014/15	% Change	Budget Year +1 2015/16	% Change	Budget Year +2 2016/17
<b>Revenue By Source</b>							
Property rates	16,928	6%	17,978	6%	19,092	6%	20,276
Service charges - electricity revenue	62,026	7%	66,368	7%	71,014	7%	75,985
Service charges - water revenue	53,888	14%	61,432	14%	70,033	14%	79,837
Service charges - sanitation revenue	18,012	24%	22,327	7%	23,857	7%	25,473
Service charges - refuse revenue	9,388	8%	10,175	6%	10,745	6%	11,347
Rental of facilities and equipment	1,077	7%	1,152	7%	1,232	7%	1,319
Interest earned - external investments	45	7%	48	7%	52	7%	55
Interest earned - outstanding debtors	4,555	5%	4,801	6%	5,069	6%	5,353
Fines	629	7%	672	7%	720	6%	198
Licences and permits	2,304	7%	2,472	10%	2,722	10%	2,987
Agency services	1,908	5%	2,000	0%	2,000	0%	2,000
Transfers recognised - operational	67,686	2%	69,092	-1%	68,633	-1%	68,244
Other revenue	8,292	7%	8,872	7%	9,494	11%	10,578
Gains on disposal of PPE		#DIV/0!		#DIV/0!		#DIV/0!	
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>246,737</b>		<b>267,390</b>		<b>284,662</b>		<b>303,652</b>

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. In the 2013/2014 adjusted budget, revenue from rates and services charges totalled R246 million. Revenue particularly from property rates has increased by 6, water and electricity revenue has also seen slight adjustments of 14.5% and 8.06% respectively from 2014/2015 as recommended by Circular 72 of the MFMA.

The water department plans to reduce water losses from the current levels to about acceptable levels. The process will involve tight monitoring of the water distribution network as well as eliminating failures in water distribution equipment. More water is expected to be tapped from the municipal boreholes to ease water deficiencies in various parts of Thabazimbi Municipal area.

Water is the second largest revenue source totalling 22% contributing R61 million of billing revenue and increases to R70 million by 2015/16. The third largest source is the electricity revenue which constitutes 24% and will increase to R71 million by 2015/16. Other revenue contributes only 9% and consists of various items such as income received from permits and licenses, interest on debtors, building plan fees, connection fees, transport fees and advertisement fees. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R69million in the 2014/15 financial year and steadily maintains at R68 million by 2015/16. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term.

**Table 4 Operating Transfers and Grants Receipts**

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
<b>National Government:</b>		50,546	55,801	55,658	63,569	63,569	63,569	64,753	62,481	61,748
Local Government Equitable Share		48,296	52,832	52,832	60,129	60,129	60,129	60,733	59,864	59,030
Municipal Systems Improvement		750	790	1,500	1,550	890	890	934	967	1,018
Finance Management		1,500	1,500	790	890	1,550	1,550	1,600	1,650	1,700
EPWP Incentive		–	679	536	1,000	1,000	1,000	1,486	–	–
Other transfers/grants [insert description]										
<b>Provincial Government:</b>		152	–	232	2,000	2,000	–	2,108	2,226	2,351
Ig seta		152		232	2,000	2,000		2,108	2,226	2,351
<b>District Municipality:</b>		474	–	713	2,117	2,117	–	2,231	2,356	2,488
Fire Reimbursement Subsidy		474		713	2,117	2,117		2,231	2,356	2,488
Other grant providers: [insert description]		–	–	–	–	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	5	51,172	55,801	56,603	67,686	67,686	63,569	69,092	67,063	66,587
<b>Capital Transfers and Grants</b>										
<b>National Government:</b>		28,892	34,750	22,474	40,019	40,019	40,019	32,926	29,423	30,601
Municipal Infrastructure Grant (MIG)		28,892	34,750	22,474	40,019	40,019	40,019	32,926	29,423	30,601
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
Fire Reimbursement Subsidy										
Other grant providers: [insert description]		–	–	–	–	–	–	–	–	–
<b>Total Capital Transfers and Grants</b>	5	28,892	34,750	22,474	40,019	40,019	40,019	32,926	29,423	30,601
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		80,064	90,551	79,077	107,705	107,705	103,588	102,018	96,486	97,188

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the municipality.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increases of both Eskom and Magalies Water Board bulk tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's electricity and water tariffs are largely outside the control of the municipality.

#### **1.4.1 Property Rates**

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0.25:1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15, 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA);
- 40 per cent rebate will be granted on all residential properties (including state owned residential properties)
- Additional 20% shall be granted to townships with limited services such as Leeuport.
- Privately developed estates will be granted an additional 30 %.
- Agricultural property rebate shall amount 75%, which will only apply to owners of agricultural properties used for farming purposes.
- Public service infrastructure shall be granted 75% as they provide essential services to the community.
- 100per cent rebate will be granted to registered indigents in terms of the Indigent Policy;
- For pensioners, physically and mentally disabled persons, an additional rebate of 20 per cent (calculated on a sliding scale) will be granted to owners of rate-able property if the total gross income of the applicant and/or his/her spouse, if any, does not to exceed the amount equal to twice the annual state pension as approved by the National Government for a financial year. In this regard the following stipulations are relevant:
  - The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependants without income;
  - The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certificate by Medical Officer of Health, also proof of the annual income from a social pension;
  - The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place; and
  - The property must be categorized as residential.

Should the use or ownership or circumstances used to approve exemption from payment of assessment rates change, such exemptions will immediately lapse from date of change.

#### **1.4.2 Sale of Water and Impact of Tariff Increases**



We face significant challenges with water supply and electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective-including the cost of maintenance and renewal of purification plants, water networks and cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariff are designed to encourage efficient and sustainable consumption.

In addition National Treasury has urged all municipalities to ensure that water tariff structures are cost reflective .

Better maintenance of infrastructure and cost-reflective tariffs will ensure that the supply challenges are managed in the future to ensure sustainability. Magalies Water has increased its bulk tariffs with 14% from 1 July 2014.

A tariff increase of 14.5% from 1 July 2014 for water is proposed. This is based on input cost assumptions of 14 % increase in the cost of bulk water (Magalies Water), the cost of other inputs increasing by 6.2%. Direct costs taken into account were repairs and maintenance backlogs on the water distribution network , significant water losses currently being incurred .In addition 6kl water per 30-day period will again be granted free of charge to all residents.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

Table 5 proposed Water Tariffs

	CURRENT TARIFFS 2013/14	PROPOSED TARIFFS 2014/15
RESIDENTIAL	Rand per	KL
1-10kl per month	10.47	11.99
10-30kl per month	12.17	13.94
30-51kl per month	13.76	15.76
51-80kl per month	16.24	18.59
80kl and above per month	20.64	23.63
NON-RESIDENTIAL		
Purified water to trade and industry	11.27	12.90
Schools and hostels	10.47	11.99
Government departments	10.47	11.99

The following table shows the impact of the proposed increases in water tariffs on the water charges for a single dwelling-house:

Table 6 Comparison between current water charges and increases (Domestic only)

Monthly Consumption kl	Current amount Payable R	Propose Amount Payable R	Difference R	Percentage Change 2013/14
20	163.58	187.30	23.72	14.5%
30	285.38	326.76	41.38	14.5%
40	423.02	484.36	61.34	14.5%
50	560.67	641.97	81.30	14.5%
80	1,047.87	1,199.81	151.94	14.5%

The tariff structure of the 2014/2015 financial year has not yet been changed. The National Treasury recommended implementation of the Inclining Block Tariff (IBT). The tariff structure is designed to charge higher levels of consumption. A higher rate, steadily increasing to a rate of R23.63 per kilolitre for consumption in excess of 80 kl per 30 day period.

#### 1.4.3 Sale of Electricity and Impact of Tariff Increase

NERSA has announced the revised bulk electricity pricing structure. An increase of 7.39% in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2014.

Considering Eskom increases, the consumer tariff had to be increased by 8.06 % per cent to offset the additional bulk purchase cost from 1 July 2014. Significant electricity losses and maintenance backlogs on our electricity distribution infrastructure were also incorporated during the tariff determination. Registered indigents will still be granted 50kWh per 30-day period free of charge.

The following table shows the impact of the proposed increases in electricity tariffs on the water charges for domestic customers:

Table 7 Comparison between current electricity charges and increases (Domestic)

Monthly Consumption kWh	Current amount Payable R	Proposed amount Payable R	Difference (increases) R	Percentage change
50	60	65	5	8.06%
350	419	453	34	8.06%
600	718	776	58	8.06%

It should further be noted that NERSA has advised that a stepped tariff structure as highlighted above needs to be implemented from 1 July 2011. The effect thereof is that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users (mostly the poor). The municipality has since established and are currently implementing the stepped tariff structure on electricity. The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the municipality. Most reticulation network was designed in the early 1980's with an expected 20-25 year life-expectancy. The upgrading of the municipality's electricity network has therefore become a strategic priority, especially the substations and transmission lines.

#### 1.4.4 Sanitation and Impact of Tariff Increases

A tariff increase of 6% for sanitation from 1 July 2014 is proposed. This is based on the input cost assumptions related to water, critical considerations had to be given to the need to repair and adequately maintain our sanitation infrastructure. With the increasing number of habitats per unit, our sanitation infrastructure has seen

significant strain due to overload, this has sharply increased the need to maintain and monitor the efficient flow of effluent. In addition, chemicals needed for the safe treatment of effluent were also incorporated in the pricing of the service.

The following factors also contribute to the proposed tariff increase:

Sanitation charges are calculated according to the percentage water discharged as indicated in the table below;

- Bulk contributions were also incorporated, hence a more than price increase on the total revenue on sanitation.
- Free sanitation (100 per cent of 6 kl water) will be applicable to registered indigents; and
- The total revenue expected to be generated from rendering this service amounts to R11 million for the 2014/15 financial year.

At the moment only a basic charge is levied per erf for sanitation services rendered by the municipality.

#### 1.4.5 Waste Removal and Impact of Tariff Increases

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The main contributors to this deficit are repairs and maintenance on refuse removal vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration. Considering the deficit, an investigation into the tariff structure of solid waste function has been undertaken. The result was that the municipal rates for dumping at landfill sites have been significantly low and vague. The structure shall therefore be restructured to align with other municipalities of a similar size. The revenue impact can be seen in the form of a 6% rise in refuse removal revenue from 2014/15 financial year. The outcomes of this investigation will be incorporated into the next planning cycle.

A 6 % increase in the waste removal tariff is proposed from 1 July 2014. Any increase higher than 6 % would be counter-productive and will result in affordability challenges for individual rates payers raising the risk associated with bad debts.

The following table compares current and proposed amounts payable from 1 July 2014:

Table 8 Comparison between current waste removal fees and increases

Detail	Tariff 1 July 2013	Tariff 1 July 2014
Removal of domestic refuse, once per week per dwelling or	70	74
Removal of domestic refuse or availability levy-Rooiberg,	56	59
Removal of domestic refuse liable from water connection date	27	28
Removal of domestic refuse once per week per dwelling at	27	28
Sport clubs once per month or part thereof	70	74
Private users i.e. Guest farms etc) per dumping	49	52
Removal of refuse from business, public hospitals, schools,	178	189

#### 1.4.6 Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

Table 9 MBRR table SA14- Household bills

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15 % incr.	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Rand/cent</b>											
<b>Monthly Account for Household - 'Middle Income Range'</b>	1										
<b>Rates and services charges:</b>											
Property rates			348.25	387.84	387.84	368.32	368.32	6.3%	391.52	406.84	428.81
Electricity: Basic levy			24.29	28.40	28.40	26.97	26.97	6.3%	28.67	29.79	31.40
Electricity: Consumption			895.05	1,062.48	1,062.48	1,009.00	1,009.00	6.3%	1,072.57	1,114.54	1,174.72
Water: Basic levy			19.45	22.53	22.53	21.40	21.40	6.3%	22.75	23.64	24.91
Water: Consumption			278.30	327.38	327.38	310.90	310.90	6.3%	330.49	343.42	361.96
Sanitation			104.33	115.68	115.68	109.86	109.86	6.3%	116.78	121.35	127.90
Refuse removal			251.72	279.13	279.13	265.08	265.08	6.3%	281.78	292.81	308.62
Other			—	—	—	—	—	—	—	—	—
<b>sub-total</b>		—	1,921.39	2,223.44	2,223.44	2,111.53	2,111.53	0.9%	2,244.55	2,332.39	2,458.33
VAT on Services			220.24	140.90	155.56	155.56	155.56	6.3%	163.81	171.83	181.11
<b>Total large household bill:</b>		—	2,141.63	2,364.34	2,379.00	2,267.09	2,267.09	1.2%	2,408.36	2,504.22	2,639.45
<b>% increase/decrease</b>			—	10.4%	0.8%	(4.7%)	—	6.2%	4.0%	5.4%	—
<b>Monthly Account for Household - 'Affordable Range'</b>	2										
<b>Rates and services charges:</b>											
Property rates			248.75	263.08	263.08	263.08	263.08	6.3%	279.66	306.29	306.29
Electricity: Basic levy			24.29	26.97	26.97	26.97	26.97	6.3%	28.67	31.40	31.40
Electricity: Consumption			476.55	540.00	540.00	540.00	540.00	6.3%	574.02	628.69	628.69
Water: Basic levy			19.45	21.40	21.40	21.40	21.40	6.3%	22.75	24.91	24.91
Water: Consumption			130.10	147.85	147.85	147.85	147.85	6.3%	157.16	172.13	172.13
Sanitation			104.33	109.86	109.86	109.86	109.86	6.3%	116.78	127.90	127.90
Refuse removal			251.72	265.08	265.08	265.08	265.08	6.3%	281.78	308.62	308.62
Other			—	—	—	—	—	—	—	—	—
<b>sub-total</b>		—	1,255.19	1,374.24	1,374.24	1,374.24	1,374.24	6.3%	1,460.82	1,599.96	1,599.96
VAT on Services			140.90	140.90	155.56	155.56	155.56	6.3%	163.81	171.83	181.11
<b>Total small household bill:</b>		—	1,396.09	1,515.14	1,529.81	1,529.81	1,529.81	6.2%	1,624.63	1,771.79	1,781.07
<b>% increase/decrease</b>			—	8.5%	1.0%	—	—	6.2%	9.1%	0.5%	—
<b>Monthly Account for Household - 'Indigent' Household receiving free basic services</b>	3										
<b>Rates and services charges:</b>											
Property rates			—	—	—	—	—	—	—	—	—
Electricity: Basic levy			24.29	26.97	26.97	26.97	26.97	6.3%	28.67	29.79	31.40
Electricity: Consumption			353.55	392.55	392.55	392.55	392.55	6.3%	417.28	433.61	457.02
Water: Basic levy			19.45	21.40	21.40	21.40	21.40	6.3%	22.75	23.64	24.91
Water: Consumption			120.22	136.98	136.98	136.98	136.98	6.3%	145.61	151.31	159.48
Sanitation			—	—	—	—	—	—	—	—	—
Refuse removal			—	—	—	—	—	—	—	—	—
Other			—	—	—	—	—	—	—	—	—
<b>sub-total</b>		—	517.51	517.51	577.90	577.90	577.90	6.3%	614.30	638.34	672.81
VAT on Services			72.45	72.45	80.91	80.91	80.91	6.3%	85.19	89.37	94.19
<b>Total small household bill:</b>		—	589.96	589.96	658.80	658.80	658.80	6.2%	699.50	727.71	767.01
<b>% increase/decrease</b>			—	—	11.7%	—	—	6.2%	4.0%	5.4%	—

## 1.5 Operating Expenditure Framework

The municipality's expenditure framework for the 2014/15 budget and MTREF is informed by the following:

- The assets renewal strategy and repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue)
- Funding of the budget over medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core service; and
- Strict adherences to the principle of no project plan no budget. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2014/15 budget and MTREF (classified per main type of operating expenditure).

**Table 10 Summary of operating expenditure by standard classification item**

Description R thousand	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Expenditure By Type</b>										
Employee related costs	60,666	66,903	75,672	82,900	87,419	87,419	87,419	94,790	102,778	109,158
Remuneration of councillors	6,072	5,503	5,692	6,933	7,376	7,376	7,376	7,877	8,413	8,985
Debt impairment	2,750	3,320	6,979	2,000	2,000	2,000	2,000	2,100	2,200	2,300
Depreciation & asset impairment	12,914	19,891	54,763	16,123	19,873	19,873	19,873	19,350	20,150	21,500
Finance charges	2,025	4,061	8,675	3,500	3,451	3,451	3,451	361	382	403
Bulk purchases	42,974	57,759	58,571	58,803	58,803	58,803	58,803	61,979	65,450	69,115
Other materials	-	-	-	-	-	-	-	-	-	-
Contracted services	18,158	24,439	10,403	8,893	9,501	9,501	9,501	5,559	6,062	7,065
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	39,613	42,280	39,031	41,847	42,485	42,485	42,485	41,233	45,407	49,547
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>185,172</b>	<b>224,155</b>	<b>259,786</b>	<b>220,999</b>	<b>230,908</b>	<b>230,908</b>	<b>230,908</b>	<b>233,250</b>	<b>250,841</b>	<b>268,074</b>

The budget allocation for employee related costs for the 2014/15 financial year totals R102 million, which equals 39% of the total operating expenditure. This represents an 8% increment from prior year. The increase is due to annual salary increase of 6.85% as guided by the multi year Salary and Wage collective Agreement for the period 1 July 2012 to 30 June 2015 as well as the cost for additional posts to be filled during the financial year 2014/15 and the placement process the municipality has just completed.

An annual increase of 6.85% per cent has been applied in the 2014/15 financial year while CPI indices of 6.2% and 5.9% were included in the two outer years of the MTREF. The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the municipality's budget.

Provision of debt impairment was determined based on the collection rate which is expected to be high based on the debt collection strategies which management has already started implementing in the fourth quarter of 2013/2014. There is need to review the provision downwards as payment forecasts by consumers are bright, with effort by management to enforce the Municipal by laws. While this expenditure is non-cash flow item, it is prudent to ensure that the impairment accurately depicts the receivables that are likely to be unrecoverable.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate of asset consumption. Budget

appropriations in this regard total R22 million for the 2014/15 financial and equates to 8% of the total operating expenditure. Please note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. ie Heritage assets, unbundling of infrastructure assets and componentisation of property plant and equipment. The process however is still unfolding with the valuation of most infrastructural assets still to be completed in the current year. This has, to some extent, limited our scope in computing the full depreciation cost.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up less than 1%, (R0.3million) of operating expenditure for 2014/15 and maintains on R 0.3 million, to 2015/16. Bulk purchases are directly informed by the purchase of electricity from Eskom and water from Magalies Water. The annual price increases have been factored into the budget appropriations and directly inform the revenue forecasts. Bulk purchases expenditures inherently include distribution losses.

Other materials comprise of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals. In line with the municipality's repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the municipality's infrastructure.

Contracted services have been identified as a cost saving area for the municipality. The municipality is currently considering ways of avoiding the use of consultants by capacitating internal personnel in areas such as meter reading, debt collection as well as project management. The outcome of this exercise will be factored into the next budget cycle and it is envisaged that additional cost savings will be implemented. Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

#### **1.5.1 Priority given to repairs and maintenance**

Aligned to the priority being given to preserving and maintaining the municipality's current infrastructure, the 2014/15 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the municipality.

During the compilation of the 2014/2015 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the ageing of the municipality's infrastructure and historic deferred maintenance. The total allocation for 2014/15 equates to R36 million, a growth of 63% in relation to the Adjustment Budget and continues to grow at 10% and 21% over the MTREF depending on the market value of our noncurrent assets. In relation to the total operating expenditure, repairs and maintenance comprises of 10%.

The table below provides a breakdown of the repairs and maintenance in relation to asset class:

**Table 11 Repairs and maintenance per asset class**

Description	2010/11			2011/12			2012/13			Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17						
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>															
<b>Infrastructure</b>	26,100	12,002	9,629	18,252	18,252	18,252	27,827	28,825	29,879						
Infrastructure - Road transport	13,422	1,838	3,602	6,417	6,417	6,417	7,852	8,292	8,756						
Roads, Pavements & Bridges	13,422	1,838	3,602	6,417	6,417	6,417	7,852	8,292	8,756						
Storm water	—	—	—	—	—	—	—	—	—						
Infrastructure - Electricity	2,333	6,421	1,099	3,988	3,988	3,988	11,091	11,152	11,216						
Generation	2,333	6,421	1,099	3,988	3,988	3,988	11,091	11,152	11,216						
Transmission & Reticulation	—	—	—	—	—	—	—	—	—						
Street Lighting	—	—	—	—	—	—	—	—	—						
Infrastructure - Water	6,754	2,843	2,979	4,890	4,890	4,890	4,872	5,144	5,433						
Dams & Reservoirs	6,754	2,843	2,979	4,890	4,890	4,890	4,872	5,144	5,433						
Water purification	—	—	—	—	—	—	—	—	—						
Reticulation	—	—	—	—	—	—	—	—	—						
Infrastructure - Sanitation	3,591	900	1,949	2,956	2,956	2,956	4,012	4,237	4,474						
Reticulation	3,591	900	1,949	2,956	2,956	2,956	4,012	4,237	4,474						
<b>Community</b>	—	1,697	461	100	100	100	3,253	3,435	3,627						
Parks & gardens	—	1,138	—	50	50	50	3,257	3,439	3,632						
Libraries	—	1	—	—	—	—	—	—	—						
Recreational facilities	—	—	461	—	—	—	—	—	—						
Fire, safety & emergency	—	—	—	50	50	50	(4)	(5)	(5)						
Security and policing	—	15	—	—	—	—	—	—	—						
Cemeteries	—	543	—	—	—	—	—	—	—						
Social rental housing	—	—	—	—	—	—	—	—	—						
<b>Other assets</b>	2,071	17	2,608	3,948	3,948	3,948	5,180	5,471	5,777						
General vehicles	—	—	—	1,734	1,734	1,734	4,559	4,814	5,084						
Specialised vehicles	—	—	—	—	—	—	—	—	—						
Plant & equipment	1,332	—	2,357	—	—	—	—	—	—						
Computers - hardware/equipment	—	17	—	100	100	100	—	—	—						
Furniture and other office equipment	208	—	4	14	14	14	—	—	—						
Abattoirs	—	—	—	—	—	—	—	—	—						
Markets	—	—	—	—	—	—	—	—	—						
Civic Land and Buildings	—	—	191	100	100	100	—	—	—						
Other Buildings	—	—	—	2,000	2,000	2,000	621	656	693						
Other Land	—	—	—	—	—	—	—	—	—						
Surplus Assets - (Investment or Inventory)	—	—	—	—	—	—	—	—	—						
Other	531	—	56	—	—	—	—	—	—						
<b>Total Repairs and Maintenance Expenditure</b>	<b>28,171</b>	<b>13,716</b>	<b>12,698</b>	<b>22,300</b>	<b>22,300</b>	<b>22,300</b>	<b>36,260</b>	<b>37,730</b>	<b>39,283</b>						

For the 2014/15 financial year, 75% or R27 million of total repairs and maintenance will spent on infrastructure assets. Roads infrastructure has received a significant proportion of this allocation totalling 19% (R7.8 million), followed by water infrastructure at 14% (5 million), waste water infrastructure at 17% (R3 million) and electricity infrastructure at 31 %, ( R11million).

### 1.5.2 Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the municipality's Indigents Policy. The target is to register more indigent households during the 2014/15 financial year, a process reviewed annually. Detail relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service measurement is contained in Table 24 MBRR A10 (Basic Service Delivery Measurements) .

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

### 1.6 Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 12 2014/15 Medium-term capital budget per vote

Vote Description R thousand	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue	
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16
<b>Multi-year expenditure to be appropriated</b>									
0	34	—	100	100	100	100	—	—	—
0	—	—	—	—	—	—	—	—	—
0	29	—	2,500	2,500	2,500	2,500	2,500	3,000	3,500
0	1,602	2,374	8,450	10,350	10,350	10,350	3,200	3,600	—
0	—	—	—	—	—	—	—	—	—
0	204	209	8,160	8,160	8,160	8,160	7,344	7,100	7,700
0	22,955	23,865	37,819	37,819	37,819	37,819	36,207	34,300	30,500
<b>Capital multi-year expenditure sub-total</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>49,251</b>	<b>48,000</b>	<b>41,700</b>
<b>Total Capital Expenditure - Vote</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>49,251</b>	<b>48,000</b>	<b>41,700</b>
<b>Capital Expenditure - Standard</b>									
<b>Governance and administration</b>	<b>706</b>	<b>1,665</b>	<b>2,374</b>	<b>11,050</b>	<b>12,950</b>	<b>12,950</b>	<b>12,950</b>	<b>6,100</b>	<b>3,500</b>
Executive and council	—	34	—	100	100	100	100	—	—
Budget and treasury office	—	29	—	2,500	2,500	2,500	2,500	2,500	3,500
Corporate services	706	1,602	2,374	8,450	10,350	10,350	10,350	3,600	—
<b>Community and public safety</b>	<b>—</b>	<b>204</b>	<b>209</b>	<b>6,160</b>	<b>6,160</b>	<b>6,160</b>	<b>6,160</b>	<b>7,100</b>	<b>7,700</b>
Community and social services	—	197	209	2,100	2,100	2,100	2,100	2,600	3,200
Sport and recreation	—	—	—	4,000	4,000	4,000	4,000	4,500	4,500
Public safety	—	7	—	60	60	60	60	—	—
<b>Economic and environmental services</b>	<b>23,690</b>	<b>9,888</b>	<b>6,944</b>	<b>1,819</b>	<b>1,819</b>	<b>1,819</b>	<b>1,819</b>	<b>3,600</b>	<b>3,800</b>
Planning and development	—	—	—	—	—	—	—	—	—
Road transport	23,690	9,888	6,944	1,819	1,819	1,819	1,819	3,600	3,800
Environmental protection	—	—	—	—	—	—	—	—	—
<b>Trading services</b>	<b>—</b>	<b>13,067</b>	<b>16,921</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>30,700</b>	<b>26,700</b>
Electricity	—	1,621	1,623	1,500	1,500	1,500	1,500	2,000	2,000
Water	—	—	—	—	—	—	—	3,200	3,600
Waste water management	—	11,446	15,298	34,500	34,500	34,500	34,500	25,500	21,100
Waste management	—	—	—	2,000	2,000	2,000	2,000	—	—
<b>Other</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Capital Expenditure - Standard</b>	<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>47,500</b>	<b>41,700</b>
<b>Funded by:</b>									
National Government	23,054	24,824	24,074	40,019	40,019	40,019	40,019	32,296	29,423
Provincial Government	—	—	—	—	—	—	—	—	—
District Municipality	—	—	—	—	—	—	—	—	—
Other transfers and grants	—	—	—	—	—	—	—	—	—
<b>Transfers recognised - capital</b>	<b>23,054</b>	<b>24,824</b>	<b>24,074</b>	<b>40,019</b>	<b>40,019</b>	<b>40,019</b>	<b>40,019</b>	<b>32,296</b>	<b>29,423</b>
Public contributions & donations	—	—	—	—	—	—	—	—	—
Borrowing	—	—	—	—	—	—	—	—	—
<b>Internally generated funds</b>	<b>1,342</b>	<b>—</b>	<b>2,374</b>	<b>17,010</b>	<b>18,910</b>	<b>18,910</b>	<b>18,910</b>	<b>16,955</b>	<b>18,577</b>
<b>Total Capital Funding</b>	<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>49,251</b>	<b>48,000</b>

For 2014/15 an amount of R52 million has been appropriated for the development of infrastructure assets. In the outer years this amount totals R48 million and R41 million respectively for each of the financial years. Waste water management services receives the highest allocation of R28 million in 2014/15 which equates to 58% followed by corporate services infrastructure at 6%, (R3.2 million) and then electricity and water at 9%, (R4.6 million). Upgrade of sports facilities also received a R 5 million allocation.

Total new assets represent 51%, thus R 25 million (in monetary terms) of the total capital budgets, while asset renewal equates to 49% or R23.5 million. Further detail relating to asset classes and proposed capital expenditure is contained in Table 23 MBRR A9 (Asset Management). In addition to the MBRR Table A9, MBRR Tables SA34a, b, c provides a detailed breakdown of the capital programme relating to new asset construction, capital asset renewal as well as operational repairs and maintenance by asset class. Some of the salient projects to be undertaken over the medium-term includes, amongst others:

- Thabazimbi Waste water treatment works-R12.5m
- Northam construction new waste water treatment works-R13.9m
- Northam upgrade and repair of Roads Ext 2 –R3.5m
- Purchase of land for landfill site –R1.8 million
- Upgrading of Sports facilities-R4.8m
- TBZ Conversion to pre-paid electricity metres-R2.5m
- Construction of Northam and Thabazimbi cemetery R1.2m
- Land acquisition and Feasibility studies for cemeteries in Northam and Thabazimbi R1.3



- Refurbishment of boreholes equipment R1.6m
- Upgrading of old pipelines R1.2m
- Upgrading of load management system R1.8m
- Upgrading of chamber R2m
- Upgrading of wireless communication equipment R0.8m
- IT intranet share point R 0.4m
- Replacement of damaged and faulty metres R1m
- Purchase of Firearms for Traffic officers R0.06m
- Warrant of arrest detectors R0.3m
- Weighbridge R1.5m
- Renovations and Equipment purchase for VTS R1.5m

### **1.7 Final Annual Budget Tables**

The following pages present the ten main budget tables as required in terms of section 8 of the Municipal budget and Reporting Regulations. These tables set out the municipality's 2014/15 budget and MTREF to be considered for approval by council. Each table is accompanied by explanatory notes.

**Table 13 MBRR Table A1- Budget Summary**

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Financial Performance</b>										
Property rates	15,834	14,723	12,076	23,658	16,936	16,936	16,936	17,978	19,092	20,276
Service charges	77,289	130,114	90,135	133,288	143,314	143,314	143,314	160,302	175,649	192,642
Investment revenue	75	39	185	45	45	45	45	48	52	55
Transfers recognised - operational	51,172	57,208	77,521	67,686	67,686	67,686	67,686	69,092	68,633	68,244
Other own revenue	14,760	20,247	32,704	16,706	18,764	18,764	18,764	19,969	21,237	22,435
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>159,130</b>	<b>222,330</b>	<b>212,621</b>	<b>241,383</b>	<b>246,745</b>	<b>246,745</b>	<b>246,745</b>	<b>267,389</b>	<b>284,663</b>	<b>303,651</b>
Employee costs	60,666	66,903	75,672	82,900	87,419	87,419	87,419	94,790	102,778	109,158
Remuneration of councillors	6,072	5,503	5,692	6,933	7,376	7,376	7,376	7,877	8,413	8,985
Depreciation & asset impairment	12,914	19,891	54,763	16,123	19,873	19,873	19,873	19,350	20,150	21,500
Finance charges	2,025	4,061	8,675	3,500	3,451	3,451	3,451	361	382	403
Materials and bulk purchases	42,974	57,759	58,571	58,803	58,803	58,803	58,803	61,979	65,450	69,115
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	60,521	70,039	56,413	52,740	53,986	53,986	53,986	48,892	53,669	58,913
<b>Total Expenditure</b>	<b>185,172</b>	<b>224,155</b>	<b>259,786</b>	<b>220,999</b>	<b>230,908</b>	<b>230,908</b>	<b>230,908</b>	<b>233,250</b>	<b>250,841</b>	<b>268,074</b>
<b>Surplus/(Deficit)</b>	<b>(26,042)</b>	<b>(1,825)</b>	<b>(47,165)</b>	<b>20,384</b>	<b>15,837</b>	<b>15,837</b>	<b>15,837</b>	<b>34,139</b>	<b>33,822</b>	<b>35,578</b>
Transfers recognised - capital	31,498	34,474	42,150	40,019	40,019	40,019	40,019	32,926	29,423	30,601
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>5,456</b>	<b>32,649</b>	<b>(5,015)</b>	<b>60,403</b>	<b>55,856</b>	<b>55,856</b>	<b>55,856</b>	<b>67,065</b>	<b>63,245</b>	<b>66,179</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>5,456</b>	<b>32,649</b>	<b>(5,015)</b>	<b>60,403</b>	<b>55,856</b>	<b>55,856</b>	<b>55,856</b>	<b>67,065</b>	<b>63,245</b>	<b>66,179</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>52,251</b>	<b>48,000</b>	<b>41,700</b>
Transfers recognised - capital	23,054	24,824	24,074	40,019	40,019	40,019	40,019	32,296	29,423	30,601
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	1,342	-	2,374	17,010	18,910	18,910	18,910	19,955	18,577	11,099
<b>Total sources of capital funds</b>	<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>52,251</b>	<b>48,000</b>	<b>41,700</b>
<b>Financial position</b>										
Total current assets	29,750	54,961	62,202	58,423	55,035	55,035	55,035	53,924	56,808	59,853
Total non current assets	82,800	1,608,097	1,095,158	1,639,682	938,083	938,083	938,083	1,250,984	1,472,041	1,473,303
<b>Total current liabilities</b>	<b>73,946</b>	<b>74,197</b>	<b>97,879</b>	<b>71,205</b>	<b>95,855</b>	<b>95,855</b>	<b>95,855</b>	<b>48,463</b>	<b>51,439</b>	<b>51,446</b>
Total non current liabilities	29,004	31,001	29,162	35,012	46,319	46,319	46,319	41,517	43,022	44,242
Community wealth/Equity	9,600	1,557,860	1,030,319	1,591,887	850,943	848,593	848,593	1,214,929	1,434,388	1,437,468
<b>Cash flows</b>										
Net cash from (used) operating	39,854	21,301	21,759	50,036	46,277	46,277	46,277	44,288	31,257	27,547
Net cash from (used) investing	(27,122)	(28,099)	(19,742)	(50,601)	(39,342)	(39,342)	(39,342)	(46,851)	(30,301)	(26,600)
Net cash from (used) financing	(757)	(505)	(670)	9,998	(1,002)	(1,002)	(1,002)	(1,137)	(858)	(844)
<b>Cash/cash equivalents at the year end</b>	<b>10,492</b>	<b>3,189</b>	<b>4,536</b>	<b>10,788</b>	<b>1,941</b>	<b>1,941</b>	<b>1,941</b>	<b>1,741</b>	<b>1,839</b>	<b>1,942</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	7,533	5,870	8,600	8,066	4,566	4,566	4,566	4,366	4,475	4,589
Application of cash and investments	41,800	26,074	31,873	(19,773)	7,170	7,170	7,170	(595)	(3,571)	(6,517)
<b>Balance - surplus (shortfall)</b>	<b>(34,267)</b>	<b>(20,204)</b>	<b>(23,272)</b>	<b>27,839</b>	<b>(2,604)</b>	<b>(2,604)</b>	<b>(2,604)</b>	<b>4,961</b>	<b>8,046</b>	<b>11,106</b>
<b>Asset management</b>										
Asset register summary (WDV)	82,800	1,608,097	1,092,340	1,639,682	938,083	938,083	1,250,984	1,250,984	1,472,041	1,473,303
Depreciation & asset impairment	12,914	19,891	54,763	16,123	19,873	19,873	19,350	19,350	20,150	21,500
Renewal of Existing Assets	-	-	-	-	-	-	-	25,521	31,000	27,200
Repairs and Maintenance	28,171	13,716	12,698	22,300	22,300	22,300	36,260	36,260	37,730	39,283
<b>Free services</b>										
Cost of Free Basic Services provided	24,555	25,881	30,304	31,941	33,665	33,665	33,665	33,665	35,753	37,969
Revenue cost of free services provided	27,678	29,892	37,656	40,668	43,922	43,922	43,922	48,314	53,145	58,460
<b>Households below minimum service level</b>										
Water:	7	7	7	9	9	9	9	9	9	9
Sanitation/sewerage:	7	7	8	9	9	9	9	9	9	9
Energy:	1	1	1	1	1	1	1	1	1	1
Refuse:	11	11	12	13	13	13	13	13	13	13

### Explanatory notes to MBRR Table A1-Budget Summary

- Table A1 is a budget summary and provides a concise overview of the municipality's budget from all of the major financial perspective (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
- The table provides an overview of the amounts to be considered for approval by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
- Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:

- a. The operating surplus/deficit (after Total Expenditure) is positive over MTREF
- b. Capital expenditure is balanced by capital funding sources, of which
  - I. Transfers recognised is reflected on the Financial Performance Budget;
  - II. Internally generated funds are financed from a combination of the current operating surplus. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, indicates that the necessary cash resources are available to fund the Capital Budget
4. The Cash backing/surplus reconciliation shows that in previous financial years the municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. This place the municipality in a very vulnerable financial position, as the recent slow-down in revenue collections highlighted. Over the MTREF there is progressive improvement in the level of cash-backing of obligations.
5. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of service to the poor. The section of Free Service shows that the amount spent on Free Basic Service and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs.

Table 14 MBRR Table A2- Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Standard</b>										
<i>Governance and administration</i>		76,309	86,728	100,785	100,362	95,606	95,606	105,521	108,290	95,007
Executive and council		66,380	78,293	90,729	94,477	87,756	87,756	89,810	91,699	77,487
Budget and treasury office		8,593	7,064	8,691	3,646	4,307	4,307	5,671	5,989	6,324
Corporate services		1,336	1,371	1,365	2,238	3,544	3,544	10,040	10,602	11,196
<i>Community and public safety</i>		5,391	4,808	4,657	5,235	5,324	5,324	7,045	7,440	7,856
Community and social services		242	224	281	675	714	714	372	393	415
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		5,149	4,584	4,376	4,560	4,610	4,610	6,673	7,047	7,441
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		265	704	567	2,499	2,501	2,501	1,327	1,401	1,479
Planning and development		265	704	567	2,499	2,501	2,501	1,327	1,401	1,479
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		82,242	130,114	92,428	133,288	143,314	143,314	152,002	165,954	197,642
Electricity		37,731	49,673	44,089	53,184	62,026	62,026	58,068	61,319	75,985
Water		29,569	61,720	28,517	57,104	53,888	53,888	61,432	70,033	79,837
Waste water management		8,358	10,789	11,655	13,612	18,012	18,012	22,327	23,857	30,473
Waste management		6,584	7,932	8,168	9,388	9,388	9,388	10,175	10,745	11,347
<i>Other</i>	4	26,421	34,450	56,332	40,019	40,019	40,019	34,420	31,001	32,267
<b>Total Revenue - Standard</b>	2	190,628	256,804	254,771	281,402	286,764	286,764	300,315	314,086	334,252
<b>Expenditure - Standard</b>										
<i>Governance and administration</i>		60,679	90,298	77,936	63,898	73,429	71,429	63,808	72,466	82,691
Executive and council		16,043	19,584	21,413	22,688	27,566	25,566	26,038	29,762	37,627
Budget and treasury office		24,537	50,499	36,374	20,165	23,443	23,443	17,131	21,306	24,809
Corporate services		20,099	20,215	20,149	21,045	22,421	22,421	20,639	21,398	20,255
<i>Community and public safety</i>		16,724	14,243	16,872	17,590	18,143	18,143	28,686	31,348	33,104
Community and social services		3,667	2,461	2,809	5,013	5,564	5,564	6,782	8,218	8,678
Sport and recreation		4,897	3,732	5,290	1,946	2,839	2,839	7,923	8,366	8,835
Public safety		8,160	8,050	8,773	10,631	9,740	9,740	13,981	14,764	15,591
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		29,497	29,995	53,327	36,143	35,890	35,890	39,555	42,387	44,373
Planning and development		3,911	5,057	4,519	6,166	6,400	6,400	9,044	9,563	10,112
Road transport		25,586	24,938	48,808	29,977	29,490	29,490	30,512	32,824	34,261
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		78,272	89,619	111,651	103,368	103,446	105,446	101,201	104,640	107,906
Electricity		37,981	44,643	58,743	48,742	48,742	48,742	48,667	49,109	50,209
Water		26,731	30,052	30,234	34,478	34,968	34,968	35,119	37,141	38,277
Waste water management		4,635	5,580	9,002	7,799	7,387	9,387	10,161	10,730	11,331
Waste management		8,925	9,344	13,671	12,349	12,349	12,349	7,253	7,660	8,089
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Standard</b>	3	185,172	224,155	259,786	220,999	230,908	230,908	233,250	250,841	268,074
<b>Surplus/(Deficit) for the year</b>		5,456	32,649	(5,015)	60,403	55,856	55,856	67,065	63,245	66,179

### Explanatory notes to MBRR A2- Budget Financial Performance (revenue and expenditure by standard by standard classification)

- Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
- Note the Total Revenue on this table includes capital revenues (Transfers recognised-capital) and so does not balance to the operating revenue on Table A4.
- Note that as a general principle the revenues for the Trading Services should exceed their expenditures. The table highlights that this is the case for Electricity, Water and Waste water functions, but not the Waste management function. As already noted above, the municipality will be undertaking a detailed study of this function to explore ways of improving efficiencies and provide a basis for re-evaluating the function's structure.
- Other functions that show a deficit between revenue and expenditure are being financed from rates revenues and other revenue sources reflected under the Corporate Services.

Table 15 MBRR Table A3- Budget Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>										
<b>Revenue by Vote</b>	1									
Vote 1 - Executive & council		66,380	77,039	90,729	88,363	81,641	81,641	89,810	91,699	77,487
Vote 2 - 200 Municipal Manager		—	—	—	—	—	—	—	—	—
Vote 3 - 300 Budget & Treasury		8,594	5,237	8,691	5,853	6,514	6,514	5,671	5,989	6,324
Vote 4 - 400 Corporate Services		1,335	883	1,365	2,238	3,544	3,544	10,040	10,602	11,196
Vote 5 - 500 Planning and Economic Development		265	704	567	2,499	2,501	2,501	1,327	1,401	1,479
Vote 6 - 600 Community Services		6,826	7,727	8,449	9,666	9,705	9,705	10,547	11,138	11,762
Vote 7 - 700 Technical Services		102,079	160,632	140,593	163,434	173,460	173,460	176,247	186,210	218,562
Vote 8 - Public Safety and Protection Services		5,149	4,584	4,376	9,349	9,399	9,399	6,673	7,047	7,441
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
<b>Total Revenue by Vote</b>	2	<b>190,628</b>	<b>256,804</b>	<b>254,771</b>	<b>281,402</b>	<b>286,764</b>	<b>286,764</b>	<b>300,315</b>	<b>314,086</b>	<b>334,252</b>
<b>Expenditure by Vote to be appropriated</b>	1									
Vote 1 - Executive & council		9,440	15,446	15,576	14,589	15,852	15,852	13,286	16,296	23,407
Vote 2 - 200 Municipal Manager		6,603	4,138	5,837	6,097	7,712	7,712	12,752	13,466	14,220
Vote 3 - 300 Budget & Treasury		24,537	50,499	36,374	12,162	13,440	15,440	17,131	21,306	24,809
Vote 4 - 400 Corporate Services		20,099	30,660	20,149	19,839	21,214	21,214	20,639	21,398	20,255
Vote 5 - 500 Planning and Economic Development		3,912	5,398	4,519	6,273	6,507	6,507	8,044	9,563	10,112
Vote 6 - 600 Community Services		25,489	13,537	21,770	21,305	22,749	22,749	21,958	24,244	25,602
Vote 7 - 700 Technical Services		86,932	96,427	146,788	129,948	133,539	131,539	128,744	133,558	137,820
Vote 8 - Public Safety and Protection Services		8,160	8,050	8,773	10,786	9,895	9,895	10,696	11,011	11,849
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
0		—	—	—	—	—	—	—	—	—
<b>Total Expenditure by Vote</b>	2	<b>185,172</b>	<b>224,155</b>	<b>259,786</b>	<b>220,999</b>	<b>230,908</b>	<b>230,908</b>	<b>233,250</b>	<b>250,841</b>	<b>268,074</b>
<b>Surplus/(Deficit) for the year</b>	2	<b>5,456</b>	<b>32,649</b>	<b>(5,015)</b>	<b>60,403</b>	<b>55,856</b>	<b>55,856</b>	<b>67,065</b>	<b>63,245</b>	<b>66,179</b>

### Explanatory notes to MBRR Table A3- Budgeted Financial Performance (revenue and expenditure by municipal vote)

- Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of the municipality.

Table 16 MBRR A4- Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source											
Property rates	2	15,834	14,721	12,076	23,650	16,928	16,928	16,928	17,978	19,092	20,276
Property rates - penalties & collection charges		–	2	–	8	8	8	8	–	–	–
Service charges - electricity revenue	2	32,324	49,673	43,622	53,184	62,026	62,026	62,026	66,368	71,014	75,985
Service charges - water revenue	2	29,493	61,720	26,712	57,104	53,888	53,888	53,888	61,432	70,033	79,837
Service charges - sanitation revenue	2	8,358	10,789	11,649	13,612	18,012	18,012	18,012	22,327	23,857	25,473
Service charges - refuse revenue	2	6,488	7,932	8,152	9,388	9,388	9,388	9,388	10,175	10,745	11,347
Service charges - other		626	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		499	256	521	750	1,077	1,077	1,077	1,152	1,232	1,319
Interest earned - external investments		75	39	185	45	45	45	45	48	52	55
Interest earned - outstanding debtors		3,953	4,678	8,199	4,555	4,555	4,555	4,555	4,801	5,069	5,353
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines		509	862	1,078	1,026	629	629	629	672	720	198
Licences and permits		1,340	2,397	1,486	1,889	2,304	2,304	2,304	2,472	2,722	2,987
Agency services		2,122	540	723	1,908	1,908	1,908	1,908	2,000	2,000	2,000
Transfers recognised - operational		51,172	57,208	77,521	67,686	67,686	67,686	67,686	69,092	68,633	68,244
Other revenue	2	6,337	11,498	20,468	6,579	8,292	8,292	8,292	8,872	9,494	10,578
Gains on disposal of PPE		–	16	228	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		159,130	222,330	212,621	241,383	246,745	246,745	246,745	267,389	284,663	303,651
Expenditure By Type											
Employee related costs	2	60,666	66,903	75,672	82,900	87,419	87,419	87,419	94,790	102,778	109,158
Remuneration of councillors		6,072	5,503	5,692	6,933	7,376	7,376	7,376	7,877	8,413	8,985
Debt impairment	3	2,750	3,320	6,979	2,000	2,000	2,000	2,000	2,100	2,200	2,300
Depreciation & asset impairment	2	12,914	19,891	54,763	16,123	19,873	19,873	19,873	19,350	20,150	21,500
Finance charges		2,025	4,061	8,675	3,500	3,451	3,451	3,451	361	382	403
Bulk purchases	2	42,974	57,759	58,571	58,803	58,803	58,803	58,803	61,979	65,450	69,115
Other materials	8	–	–	–	–	–	–	–	–	–	–
Contracted services		18,158	24,439	10,403	8,893	9,501	9,501	9,501	5,559	6,062	7,065
Transfers and grants		–	–	–	–	–	–	–	–	–	–
Other expenditure	4, 5	39,613	42,280	39,031	41,847	42,485	42,485	42,485	41,233	45,407	49,547
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Total Expenditure		185,172	224,155	259,786	220,999	230,908	230,908	230,908	233,250	250,841	268,074
Surplus/(Deficit)											
		(26,042)	(1,825)	(47,165)	20,384	15,837	15,837	15,837	34,139	33,822	35,578
Transfers recognised - capital		31,498	34,474	42,150	40,019	40,019	40,019	40,019	32,926	29,423	30,601
Contributions recognised - capital		–	–	–	–	–	–	–	–	–	–
Contributed assets		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		5,456	32,649	(5,015)	60,403	55,856	55,856	55,856	67,065	63,245	66,179
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		5,456	32,649	(5,015)	60,403	55,856	55,856	55,856	67,065	63,245	66,179
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		5,456	32,649	(5,015)	60,403	55,856	55,856	55,856	67,065	63,245	66,179
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		5,456	32,649	(5,015)	60,403	55,856	55,856	55,856	67,065	63,245	66,179

### Explanatory notes to Table A4 – Budgeted Financial Performance (revenue and expenditure)

- Total operating revenue is R267 million in 2014/15 and escalates to R284 million by 2015/16. This represents a year-on-year increase of 6% from the 2014/15 financial year to the 2015/16 financial year.
- Revenue forecasted to be generated from property rates is R18 million in the 2014/15 financial year and increases to R19 million by 2015/16 which represents 7% of the operating revenue base off the municipality and therefore remains a significant funding source for the municipality.
- Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the municipality totalling R198 million for the 2014/15 financial year and increasing to R216 million by 2015/16. For the 2015/16 financial year services charges amount to 76% of the total revenue base and grows by 2% per annum over the medium-term
- Transfers recognised- operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government will decline over the MTREF by 6% and 5.9% per cent for the two outer years. The percentage share of this revenue source remains relatively constant at about 28% over the MTREF.
- Bulk purchases inconsistencies have been mainly caused by water distribution losses which can go as high as 30% in certain instances hence the need to priorities on repairs and maintenance of infrastructure to try and improve the efficiency of water distribution to our valued community.

6. Employee related costs and bulk purchases are main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

Table 17 MBRR Table A5 Budgeted Capital Expenditure by vote, standard classification and funding source

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>	<b>1</b>										
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure to be appropriated</b>	<b>2</b>										
Vote 1 - Executive & council		–	34	–	100	100	100	100	–	–	–
Vote 2 - 200 Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 3 - 300 Budget & Treasury		–	29	–	2,500	2,500	2,500	2,500	2,500	3,000	3,500
Vote 4 - 400 Corporate Services		706	1,602	2,374	8,450	10,350	10,350	10,350	3,200	3,600	–
Vote 5 - 500 Planning and Economic Development		–	–	–	–	–	–	–	–	–	–
Vote 6 - 600 Community Services		–	204	209	8,160	8,160	8,160	8,160	7,344	7,100	7,700
Vote 7 - 700 Technical Services		23,690	22,955	23,865	37,819	37,819	37,819	37,819	34,847	34,300	30,500
Vote 8 - Public Safety and Protection Services		–	–	–	–	–	–	–	4,360	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
<b>Capital multi-year expenditure sub-total</b>	<b>7</b>	<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>52,251</b>	<b>48,000</b>	<b>41,700</b>
<b>Single-year expenditure to be appropriated</b>	<b>2</b>										
Vote 1 - Executive & council		–	–	–	–	–	–	–	–	–	–
Vote 2 - 200 Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 3 - 300 Budget & Treasury		–	–	–	–	–	–	–	–	–	–
Vote 4 - 400 Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 5 - 500 Planning and Economic Development		–	–	–	–	–	–	–	–	–	–
Vote 6 - 600 Community Services		–	–	–	–	–	–	–	–	–	–
Vote 7 - 700 Technical Services		–	–	–	–	–	–	–	–	–	–
Vote 8 - Public Safety and Protection Services		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–	–
<b>Capital single-year expenditure sub-total</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Capital Expenditure - Vote</b>		<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>52,251</b>	<b>48,000</b>	<b>41,700</b>
<b>Capital Expenditure - Standard</b>											
<b>Governance and administration</b>		<b>706</b>	<b>1,665</b>	<b>2,374</b>	<b>11,050</b>	<b>12,950</b>	<b>12,950</b>	<b>12,950</b>	<b>5,700</b>	<b>6,600</b>	<b>3,500</b>
Executive and council		–	34	–	100	100	100	100	–	–	–
Budget and treasury office		–	29	–	2,500	2,500	2,500	2,500	2,500	3,000	3,500
Corporate services		706	1,602	2,374	8,450	10,350	10,350	10,350	3,200	3,600	–
<b>Community and public safety</b>		<b>–</b>	<b>204</b>	<b>209</b>	<b>6,160</b>	<b>6,160</b>	<b>6,160</b>	<b>6,160</b>	<b>11,704</b>	<b>7,100</b>	<b>7,700</b>
Community and social services		–	197	209	2,100	2,100	2,100	2,100	2,500	2,600	3,200
Sport and recreation		–	–	–	4,000	4,000	4,000	4,000	4,844	4,500	4,500
Public safety		–	7	–	60	60	60	60	4,360	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		<b>23,690</b>	<b>9,888</b>	<b>6,944</b>	<b>1,819</b>	<b>1,819</b>	<b>1,819</b>	<b>1,819</b>	<b>3,500</b>	<b>3,600</b>	<b>3,800</b>
Planning and development		–	–	–	–	–	–	–	–	–	–
Road transport		23,690	9,888	6,944	1,819	1,819	1,819	1,819	3,500	3,600	3,800
Environmental protection		–	–	–	–	–	–	–	–	–	–
<b>Trading services</b>		<b>–</b>	<b>13,067</b>	<b>16,921</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>31,347</b>	<b>30,700</b>	<b>26,700</b>
Electricity		–	1,621	1,623	1,500	1,500	1,500	1,500	440	2,000	2,000
Water		–	–	–	–	–	–	–	2,825	3,200	3,600
Waste water management		–	11,446	15,298	34,500	34,500	34,500	34,500	28,082	25,500	21,100
Waste management		–	–	–	2,000	2,000	2,000	2,000	–	–	–
<b>Other</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Capital Expenditure - Standard</b>	<b>3</b>	<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>52,251</b>	<b>48,000</b>	<b>41,700</b>
<b>Funded by:</b>											
National Government		23,054	24,824	24,074	40,019	40,019	40,019	40,019	32,296	29,423	30,601
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Other transfers and grants		–	–	–	–	–	–	–	–	–	–
<b>Transfers recognised - capital</b>	<b>4</b>	<b>23,054</b>	<b>24,824</b>	<b>24,074</b>	<b>40,019</b>	<b>40,019</b>	<b>40,019</b>	<b>40,019</b>	<b>32,296</b>	<b>29,423</b>	<b>30,601</b>
<b>Public contributions &amp; donations</b>	<b>5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Borrowing</b>	<b>6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Internally generated funds</b>		<b>1,342</b>	<b>–</b>	<b>2,374</b>	<b>17,010</b>	<b>18,910</b>	<b>18,910</b>	<b>18,910</b>	<b>19,955</b>	<b>18,577</b>	<b>11,099</b>
<b>Total Capital Funding</b>	<b>7</b>	<b>24,396</b>	<b>24,824</b>	<b>26,448</b>	<b>57,029</b>	<b>58,929</b>	<b>58,929</b>	<b>58,929</b>	<b>52,251</b>	<b>48,000</b>	<b>41,700</b>

Explanatory notes to Table A5- Budgeted Capital Expenditure by vote, standard classification and funding sources

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialised tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the municipality. For purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.
3. The capital programme is funded from national grants and transfers, public contributions and donations, and internally generated funds from current year surpluses. For 2014/15, capital transfers totals R32 million and declines to R30 million by 2015/16.

Table 18 MBRR Table A6- Budgeted Financial Position



Description		Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 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 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS												
Current assets												
								</				

### Explanatory notes to Table A6- Budgeted Financial Position

- Table A6 is consistent with international standards of good financial management practice, and improves understand-ability for councillor and management of the impact of the budget on the statement of financial position (balance sheet).
- This format of presenting the statement of financial position is aligned to GRAP1. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
- Table 47 is supported by an extensive table of notes (SA3 ) providing a detailed analysis of the major components of a number of items, including:

- Call investments deposits
- Consumer debtors
- Property, plant and equipment
- Trade and other payables
- Provisions non-current
- Changes in net assets; and
- Reserves

4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community
5. Any movement on the Budgeted Financial Performance or Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions forms a critical tool in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

Table 19 MBRR Table A7- Budgeted Cash Flow Statement

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Ratepayers and other		107,972	117,935	120,756	150,825	155,625	155,625	155,625	151,181	178,083	188,105
Government - operating	1	48,188	58,608	55,801	63,569	63,569	63,569	63,569	69,092	68,633	68,244
Government - capital	1	36,250	34,750	23,685	40,019	40,019	40,019	40,019	32,926	29,423	30,601
Interest		269	228	228	-	-	-	-	-	-	-
Dividends		-	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Suppliers and employees		(150,604)	(186,159)	(174,670)	(203,375)	(211,983)	(211,983)	(211,983)	(208,550)	(244,500)	(259,000)
Finance charges		(2,221)	(4,061)	(4,041)	(1,002)	(953)	(953)	(953)	(361)	(362)	(403)
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>39,854</b>	<b>21,301</b>	<b>21,759</b>	<b>50,036</b>	<b>46,277</b>	<b>46,277</b>	<b>46,277</b>	<b>44,288</b>	<b>31,257</b>	<b>27,547</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		716	677	180	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors		(818)	(5,950)	310	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	6,428	8,632	8,632	8,632	5,400	5,300	5,900
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Capital assets		(27,020)	(22,826)	(20,232)	(57,029)	(47,974)	(47,974)	(47,974)	(52,251)	(35,601)	(32,500)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(27,122)</b>	<b>(28,099)</b>	<b>(19,742)</b>	<b>(50,601)</b>	<b>(39,342)</b>	<b>(39,342)</b>	<b>(39,342)</b>	<b>(46,851)</b>	<b>(30,301)</b>	<b>(26,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	498	15,000	-	-	-	-	-	-
Increase (decrease) in consumer deposits		61	(54)	128	-	-	-	-	-	-	-
<b>Payments</b>											
Repayment of borrowing		(818)	(451)	(1,297)	(5,002)	(1,002)	(1,002)	(1,002)	(1,137)	(858)	(844)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>(757)</b>	<b>(505)</b>	<b>(670)</b>	<b>9,998</b>	<b>(1,002)</b>	<b>(1,002)</b>	<b>(1,002)</b>	<b>(1,137)</b>	<b>(858)</b>	<b>(844)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>11,975</b>	<b>(7,303)</b>	<b>1,347</b>	<b>9,433</b>	<b>5,933</b>	<b>5,933</b>	<b>5,933</b>	<b>(3,700)</b>	<b>98</b>	<b>103</b>
Cash/cash equivalents at the year begin:	2	<b>(1,483)</b>	<b>10,492</b>	<b>3,189</b>	<b>1,355</b>	<b>(3,992)</b>	<b>(3,992)</b>	<b>(3,992)</b>	<b>5,441</b>	<b>1,741</b>	<b>1,839</b>
Cash/cash equivalents at the year end:	2	<b>10,492</b>	<b>3,189</b>	<b>4,536</b>	<b>10,788</b>	<b>1,941</b>	<b>1,941</b>	<b>1,941</b>	<b>1,741</b>	<b>1,839</b>	<b>1,942</b>

### Explanatory notes to Table A7- Budget Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. The 2014/2015 MTREF provide for balance just enough to cover the monthly salary bill. This is mainly because the cash flow position is not as healthy. The balance continues to be conservative over the MTREF.
4. As part of the 2014/15 MTREF this unsustainable cash position has to be addressed as a matter of urgency and various interventions were implemented such as the reduction of expenditure allocations and rationalization of spending priorities, as well as intensive debt collection.
5. The 2014/2015 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term.

Table 20 MBRR Table A8 – Cash Backed Reserves/Accumulated Surplus Reconciliation

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 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 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	10,492	3,189	4,536	10,788	1,941	1,941	1,941	1,741	1,839	1,942
Other current investments > 90 days		(2,959)	2,681	4,065	(2,722)	2,625	2,625	2,625	2,625	2,635	2,647
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>7,533</b>	<b>5,870</b>	<b>8,600</b>	<b>8,066</b>	<b>4,566</b>	<b>4,566</b>	<b>4,566</b>	<b>4,366</b>	<b>4,475</b>	<b>4,589</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	38,725	23,310	31,873	(19,773)	7,170	7,170	7,170	(595)	(3,571)	(6,517)
Other provisions	4										
Long term investments committed	4	3,075	2,764	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>		<b>41,800</b>	<b>26,074</b>	<b>31,873</b>	<b>(19,773)</b>	<b>7,170</b>	<b>7,170</b>	<b>7,170</b>	<b>(595)</b>	<b>(3,571)</b>	<b>(6,517)</b>
<b>Surplus(shortfall)</b>		<b>(34,267)</b>	<b>(20,204)</b>	<b>(23,272)</b>	<b>27,839</b>	<b>(2,604)</b>	<b>(2,604)</b>	<b>(2,604)</b>	<b>4,961</b>	<b>8,046</b>	<b>11,106</b>

### Explanatory notes to Table A8 – Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded".

Table 21 MBRR Table A9 – Asset Management

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
CAPITAL EXPENDITURE										
Total New Assets										
Infrastructure - Road transport	1	24,396	24,824	26,448	57,029	58,929	58,929	26,730	17,000	14,500
Infrastructure - Electricity		7,551	7,381	-	-	-	-	-	-	-
Infrastructure - Water		7,906	-	1,623	2,500	2,500	2,500	2,500	3,000	3,500
Infrastructure - Sanitation		7,797	-	-	1,500	1,500	1,500	2,500	3,000	3,500
Infrastructure - Other		-	16,800	15,298	34,500	34,500	34,500	13,885	9,500	3,500
Infrastructure		-	-	-	1,200	1,200	1,200	-	-	-
Community		23,254	24,181	16,921	39,700	39,700	39,700	16,385	12,500	7,000
Heritage assets		-	-	-	60	60	60	6,044	4,500	6,000
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	1,142	643	9,527	17,269	19,169	19,169	4,300	-	1,500
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets										
Infrastructure - Road transport	2	-	-	-	-	-	-	25,521	31,000	27,200
Infrastructure - Electricity		-	-	-	-	-	-	3,500	3,600	4,100
Infrastructure - Water		-	-	-	-	-	-	1,800	2,100	2,500
Infrastructure - Sanitation		-	-	-	-	-	-	2,825	3,200	3,600
Infrastructure - Other		-	-	-	-	-	-	14,196	18,200	12,400
Infrastructure		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	22,321	27,100	22,600
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	-	-	-	-	-	3,200	3,900	4,600
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Capital Expenditure										
Infrastructure - Road transport	4	7,551	7,381	-	-	-	-	3,500	3,600	4,100
Infrastructure - Electricity		7,906	-	1,623	2,500	2,500	2,500	1,800	2,100	2,500
Infrastructure - Water		7,797	-	-	1,500	1,500	1,500	5,325	6,200	7,100
Infrastructure - Sanitation		-	16,800	15,298	34,500	34,500	34,500	28,082	27,700	15,900
Infrastructure - Other		-	-	-	1,200	1,200	1,200	-	-	-
Infrastructure		23,254	24,181	16,921	39,700	39,700	39,700	38,707	39,600	29,600
Community		-	-	-	60	60	60	6,044	4,500	6,000
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	1,142	643	9,527	17,269	19,169	19,169	7,500	3,900	6,100
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	24,396	24,824	26,448	57,029	58,929	58,929	52,251	48,000	41,700
ASSET REGISTER SUMMARY - PPE (WDV)										
Infrastructure - Road transport	5	22,402	817,392	1,556	820,014	379,078	379,078	393,230	393,230	393,230
Infrastructure - Electricity		9,681	169,453	97,192	172,453	131,453	131,453	86,933	86,933	86,933
Infrastructure - Water		7,797	306,731	171,051	308,731	228,220	228,220	591,618	591,952	591,952
Infrastructure - Sanitation		13,378	172,474	98,174	211,418	121,418	121,418	26,397	26,397	26,397
Infrastructure - Other		-	-	694,939	-	-	-	-	-	-
Infrastructure		53,258	1,466,049	1,062,912	1,512,615	860,169	860,169	1,098,178	1,098,513	1,098,513
Community		29,438	140,371	23,045	5,830	7,730	7,730	7,824	226,153	226,212
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	4,479	-	-	-	-	-	-
Other assets		-	-	-	121,237	70,184	70,184	142,988	145,269	146,420
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	382	610	-	-	-	870	919	970
Intangibles		104	1,294	1,294	-	-	-	1,124	1,187	1,187
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	82,800	1,608,097	1,092,340	1,639,682	938,083	938,083	1,250,984	1,472,041	1,473,303
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment	3	12,914	19,891	54,763	16,123	19,873	19,873	19,350	20,150	21,500
Repairs and Maintenance by Asset Class		28,171	13,716	12,698	22,300	22,300	22,300	36,260	37,730	39,283
Infrastructure - Road transport		13,422	1,838	3,602	6,417	6,417	6,417	7,852	8,292	8,756
Infrastructure - Electricity		2,333	6,421	1,099	3,988	3,988	3,988	11,091	11,152	11,216
Infrastructure - Water		6,754	2,843	2,979	4,890	4,890	4,890	4,872	5,144	5,433
Infrastructure - Sanitation		3,591	900	1,949	2,956	2,956	2,956	4,012	4,237	4,474
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		26,100	12,002	9,629	18,252	18,252	18,252	27,827	28,825	29,879
Community		-	1,697	461	100	100	100	3,253	3,435	3,627
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	2,071	17	2,608	3,948	3,948	3,948	5,180	5,471	5,777
TOTAL EXPENDITURE OTHER ITEMS		41,085	33,607	67,460	38,423	42,173	42,173	55,610	57,880	60,783

## Explanatory notes to Table A9 – Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.

Table 22 MBRR Table A10 – Basic Service Delivery Measurement

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Household service targets</b>	1									
<b>Water:</b>										
Piped water inside dwelling		9,679	9,679	11,393	11,973	11,973	11,973	11,973	11,973	11,973
Piped water inside yard (but not in dwelling)		2,301	2,301	2,709	3,069	3,069	3,069	3,069	3,069	3,069
Using public tap (at least min.service level)	2	989	989	1,164	1,300	1,300	1,300	1,300	1,300	1,300
Other water supply (at least min.service level)	4	161	161	189	206	206	206	206	206	206
Minimum Service Level and Above sub-total		13,130	13,130	15,455	16,548	16,548	16,548	16,548	16,548	16,548
Using public tap (< min.service level)	3	7,078	7,078	7,078	8,431	8,431	8,431	8,431	8,431	8,431
Other water supply (< min.service level)	4	72	72	72	101	101	101	101	101	101
No water supply										
Below Minimum Service Level sub-total		7,150	7,150	7,150	8,532	8,532	8,532	8,532	8,532	8,532
<b>Total number of households</b>	5	<b>20,280</b>	<b>20,280</b>	<b>22,605</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>
<b>Sanitation/sewerage:</b>										
Flush toilet (connected to sewerage)		9,679	9,679	11,393	11,970	11,970	11,970	11,970	11,970	11,970
Flush toilet (with septic tank)		2,301	2,301	2,709	2,846	2,846	2,846	2,846	2,846	2,846
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		989	989	1,164	1,222	1,222	1,222	1,222	1,222	1,222
Other toilet provisions (> min.service level)		161	161	189	189	189	189	189	189	189
Minimum Service Level and Above sub-total		13,130	13,130	15,455	16,227	16,227	16,227	16,227	16,227	16,227
Bucket toilet		72	72	85	89	89	89	89	89	89
Other toilet provisions (< min.service level)		3,623	3,623	4,265	4,283	4,283	4,283	4,283	4,283	4,283
No toilet provisions		3,454	3,454	4,066	4,481	4,481	4,481	4,481	4,481	4,481
Below Minimum Service Level sub-total		7,150	7,150	8,416	8,853	8,853	8,853	8,853	8,853	8,853
<b>Total number of households</b>	5	<b>20,280</b>	<b>20,280</b>	<b>23,871</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>
<b>Energy:</b>										
Electricity (at least min.service level)		9,679	9,679	11,393	11,970	11,970	11,970	11,970	11,970	11,970
Electricity - prepaid (min.service level)		9,821	9,821	11,560	12,145	12,145	12,145	12,145	12,145	12,145
Minimum Service Level and Above sub-total		19,500	19,500	22,953	24,115	24,115	24,115	24,115	24,115	24,115
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		780	780	918	965	965	965	965	965	965
Below Minimum Service Level sub-total		780	780	918	965	965	965	965	965	965
<b>Total number of households</b>	5	<b>20,280</b>	<b>20,280</b>	<b>23,871</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>
<b>Refuse:</b>										
Removed at least once a week		9,679	9,679	11,393	11,970	11,970	11,970	11,970	11,970	11,970
Minimum Service Level and Above sub-total		9,679	9,679	11,393	11,970	11,970	11,970	11,970	11,970	11,970
Removed less frequently than once a week		2,690	2,690	3,166	3,326	3,326	3,326	3,326	3,326	3,326
Using communal refuse dump		468	468	551	579	579	579	579	579	579
Using own refuse dump		5,549	5,549	6,532	6,867	6,867	6,867	6,867	6,867	6,867
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		1,894	1,894	2,229	2,341	2,341	2,341	2,341	2,341	2,341
Below Minimum Service Level sub-total		10,601	10,601	12,478	13,113	13,113	13,113	13,113	13,113	13,113
<b>Total number of households</b>	5	<b>20,280</b>	<b>20,280</b>	<b>23,871</b>	<b>25,083</b>	<b>25,083</b>	<b>25,083</b>	<b>25,083</b>	<b>25,083</b>	<b>25,083</b>
<b>Households receiving Free Basic Service</b>	7									
Water (6 kilolitres per household per month)		8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412
Sanitation (free sanitation level service)		8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412
Electricity/other energy (50kwh per household per month)		8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412
Refuse (removed at least once a week)		8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412
<b>Cost of Free Basic Services provided (R'000)</b>	8									
Water (6 kilolitres per household per month)		3,031	3,195	3,741	3,943	4,156	4,156	4,156	4,414	4,687
Sanitation (free sanitation service)		9,160	9,655	11,305	11,916	12,559	12,559	12,559	13,338	14,165
Electricity/other energy (50kwh per household per month)		4,121	4,344	5,086	5,361	5,650	5,650	5,650	6,000	6,373
Refuse (removed once a week)		8,242	8,687	10,172	10,721	11,300	11,300	11,300	12,001	12,745
<b>Total cost of FBS provided (minimum social package)</b>		<b>24,555</b>	<b>25,881</b>	<b>30,304</b>	<b>31,941</b>	<b>33,665</b>	<b>33,665</b>	<b>33,665</b>	<b>35,753</b>	<b>37,969</b>
<b>Highest level of free service provided</b>										
Property rates (R value threshold)		3,453	3,730	4,698	5,074	5,480	5,480	5,480	5,820	6,181
Water (kilolitres per household per month)		6	6	6	6	6,000	6,000	6,000	6,372	6,767
Sanitation (kilolitres per household per month)		231	249	314	339	366,000	366,000	366,000	388,692	412,791
Sanitation (Rand per household per month)		2,167,560	2,340,965	2,948,941	3,184,857	3,439,645	3,439,645	3,439,645	3,652,903	3,879,383
Electricity (kwh per household per month)		50	50	50	50	50,000	50,000	50,000	53,100	56,392
Refuse (average litres per week)		11,073	12,728	18,530	20,782	23,214	23,214	23,214	24,653	26,181
<b>Revenue cost of free services provided (R'000)</b>	9									
Property rates (R15 000 threshold rebate)		1,860	2,009	2,530	2,733	2,951	2,951	3,246	3,571	3,928
Property rates (other exemptions, reductions and rebates)		1,594	1,722	2,169	2,342	2,530	2,530	2,783	3,061	3,367
Water		7,815	8,200	9,550	10,074	10,640	10,640	11,704	12,875	14,162
Sanitation		2,168	2,341	2,949	3,185	3,440	3,440	3,784	4,162	4,578
Electricity/other energy		7,333	7,680	8,895	9,367	9,876	9,876	10,863	11,950	13,145
Refuse		6,909	7,942	11,563	12,968	14,485	14,485	15,934	17,527	19,280
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
<b>Total revenue cost of free services provided (total social package)</b>	6	<b>27,678</b>	<b>29,892</b>	<b>37,656</b>	<b>40,668</b>	<b>43,922</b>	<b>43,922</b>	<b>48,314</b>	<b>53,145</b>	<b>58,460</b>

## Explanatory notes to Table A10 – Basic Services Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.
2. The budget provides for more households to be registered as indigent in 2014/15, and therefore entitled to receiving Free Basic Services.
3. It is anticipated that these Free Basic Services will cost the municipality R33 million in 2014/15, increasing to R35million in 2015/16. This is covered by the municipality's equitable share allocation from national government.
4. The cost includes all our registered indigents, informal settlements where basic services are currently being provided.

## **Part 2 – Supporting Documentation**

## 2.1 Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality chaired by the Municipal Manager.

The primary aims of the Budget Steering Committee are to ensure:

- That the process followed to compile the budget complies with legislation and good budget practices;
- That there is proper alignment between the policy and service delivery priorities set out in the municipality's IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- That the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- That the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

### 2.1.1 Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2012) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule in August 2012. Key dates applicable to the process were:

- **August 2013** – Approval and adoption of IDP/Budget process plan and holding of first Representatives' forum so as to familiarise the community with the schedule of events towards the 2014/15 planning process. Also review and finalisation of prioritisation criteria by councillors and senior managers.
- **November 2013** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **January 2014** – Multi-year budget proposals are submitted to the Executive Committee for endorsement;
- **January 2014** – Council considers the 2013/2014 Mid-year Review
- **February 2014** – Council considers the 2013/2014 Mid-year Review. Recommendations of the Executive Committee are communicated to the Budget Steering Committee, and on to the respective departments;
- **March 2014** – The Final 2014/15 MTREF is to be revised accordingly.

- **March 2014** - Tabling in Council of the Final 2014/2015 IDP and 2014/2015 MTREF for public consultation;
- **April 2014** – Public consultation;
- **May 2014** – Closing date for written comments;
- **May 2014** – finalisation of the 2014/15 IDP and 2015/16 MTREF, taking into consideration comments received from the public, comments from National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework; and
- **May 2014** – Tabling of the 2014/15 MTREF before Council for consideration and approval.

### **2.1.2 IDP and Service Delivery and Budget Implementation Plan**

This is the third review of the IDP as adopted by the new Council that was elected in May 2011. It started in September 2013 after the tabling of the IDP Process Plan and the Budget Time Schedule for the 2014/15 MTREF.

The municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and Deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2014/15 MTREF, based on the approved 2013/2014 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2014/15 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year performance against the 2013/2014 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

### **2.1.3 Financial Modelling and Key Planning Drivers**



The compilation of 2014/15 MTREF entailed extensive financial modelling to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2014/15 MTREF:

- Municipal growth
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e inflation, Eskom increases, household debt, migration patterns)
- Performance trends
- The approved 2013/2014 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Debtor payment levels
- Loan and investment possibilities
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 58 and 59 has been taken into consideration in the planning and prioritisation process.

#### **2.1.4 Community Consultation**

The 2014/15 MTREF tabled before Council was availed for community consultation during the and will be published on the municipality's website, and hard copies will be made available at customer care offices, municipal notice boards and various libraries.

All documents in the appropriate format (electronic and printed) will be provided to National and Limpopo Provincial Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Ward Committees were utilised to facilitate the community consultation process during November 2013, and included a briefing sessions in Thabazimbi Ward 2, Regorogile, Northam, Rooiberg, Skerilek, Rooibokraal, Smashblock , and Dwaalboom farms. The community were informed about applicable dates and venues in the local newspaper and through our formal communication channels. Targeted groups were ratepayer associations, organised business, churches, no-governmental institutions and community based organisations.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were noted and the respective responsible managers were made to come up with strategies and plans of action to ensure that the community concerns are adequately responded to. Where funds were permitting management responded by way of capital projects as shown on Table SA36 either in the current MTREF or the next two.

The community is Ward 2 raised concerns over the continued use of conventional electricity metres as the main cause of poor collection by the Municipality. The Municipality responded by setting aside R2.5million to convert

our metres from conventional to pre-paid and also replacement of faulty water metres. (Please refer to SA36).The community in Rhaputi raised concern over the renewal of sanitation infrastructure. The Municipality has responded by setting aside R2.1 million on the construction of sanitation infrastructure in Rhaputi during the 2013/14 .The Ratepayers Association raised concerns over the Property Rates increases, Electricity increases and Sanitation. The Municipality responded by adopting the Nersa approved increase with a minimum recoupment to cater for direct service delivery needs. The Municipality also reduced the property rates by way of rebates to cushion our community. Wheelie Bins were also purchased to reduce illegal dumping and an additional R1.8 million was set aside to purchase land and construct a land fill site.(Please refer to Table 45 for a detailed plan of service delivery projects planned for 2014/15 and the next two MTREFs)

All contributions raised were prioritised and a detailed strategy will be put in place to respond to them in the current and future MTREFs. Resource allocation remains the guiding factor in responding to the raised community needs.

## **2.2 Overview of alignment of annual budget with IDP**

The constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for the people living in that area. Applied to the municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the municipality strategically complies with the key national and provincial priorities.

The aim of this revision cycle was develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the municipality's response to these requirements.

The national and provincial priorities, policies and strategies of importance include amongst others:

- Green Paper on National Strategic Planning of 2009;
- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategies (PGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPs);
- Accelerated and Shared Growth Initiative (ASGISA);
- National 2014 Vision;
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic for the 2014/15 MTREF and further planning refinements that have directly informed the compilation of the budget:

Table 23 IDP Strategic Objectives

2013/2014 Financial Year	2014/15 MTREF
1.Attract, develop and retain human capital	Promote the well-being of all communities
2.Effective communication	Ensure economic growth
3.Foward planning	Enhance financial viability and accountability
4.Resource management, infrastructure and services for accessibility and mobility	Resource manages infrastructure and services for access and mobility
5.Develop and implement integrated management and governance systems	Forward planning

6.Promote economic growth	Promote community involvement
7.Enhance financial viability and accountability	Ensure effective communication
8.Promote community involvement	Develop and implement integrated management and governance systems
9.Promote well-being of communities	Attract, develop and retain human capital

In order to ensure integrated and focused service delivery between all spheres of government it was important for the municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the 9 strategic objectives:

1. Provision of quality basic services and infrastructure which includes, amongst others:

- Provide electricity;
- Provide water;
- Provide sanitation;
- Provide waste removal;
- Provide housing;
- Provides roads and storm water;
- Provide public transport
- Provide municipal planning services; and
- Maintaining the infrastructure of the municipality

2. Economic growth and development that leads to sustainable job creation by:

- Ensuring there is a clear structural plan for the municipality:
- Facilitating the use of labour intensive approaches in the delivery of services and the building of infrastructure

3. Resource management infrastructure and services for access and mobility

Work with provincial departments to ensure the development of community infrastructure such as schools and clinics is properly co-ordinated with the informal settlements upgrade programme

Fight poverty and build clean, healthy, safe and sustainable communities:

- Effective implementation of the Indigent Policy
- Working with the provincial department of health to provide primary health care services;
- Extending waste removal services and ensuring effective municipal cleansing;
- Ensuring all waste water treatment works are operating optimally;
- Working with strategic partners such as SAPS to address crime;
- Ensuring safe working environments by effective enforcement of building and health regulations;
- Promote viable, sustainable communities through proper zoning; and
- Promote environmental sustainability by protecting wetlands and key open spaces.

4, Promote community involvement

Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service by:

- Optimising effective community participation in the ward committee system; and
- Implementing Batho Pele in the revenue management strategy

5, Develop and implement integrated management and governance systems

- Publishing the outcomes of all tender processes on the municipal website

6, Enhance financial viability and accountability

- Reviewing the use of contracted services
- Continuing to implement the infrastructure renewal strategy and the repairs and maintenance plan

7, Attract, develop and retain human capital

- review of the organizational structure to optimize the use of personnel;

8, Forward planning

- Ensuring planning processes function in accordance with set timeframes;

9, Ensure effective communication

- Publishing the outcomes of all tender processes on the municipal website

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the municipality. The five-year programme responds to the development challenges and opportunities faced by the municipality by identifying the key performance areas to achieve the 9 the strategic objectives mentioned above.

In addition to the five-year IDP, the municipality undertakes an extensive planning and developmental strategy which primarily focuses on a longer-term horizon; 15 to 20 years. This process is aimed at influencing the development to path by proposing a substantial programme of public-led investment to restructure current patterns of settlement, activity and access to resources in the municipality so as to promote greater equity and enhanced opportunity. The strategy specifically targets future developmental opportunities in traditional dormitory settlements. It provides direction to the municipality's IDP, associated sectoral plans and strategies, and the allocation of resources of the municipality and other service delivery partners.

This development strategy introduces important policy shifts which have further been translated into twelve strategic priority areas as outlined below:

- Water and Sanitation
- Land and Housing
- Electricity
- Local Economic Development
- Transport Roads and Storm water
- Institutional development and financial viability
- Waste Management Health and environment
- Community participation and communication
- Disaster management
- Social development
- Safety
- Sports arts and culture

Lessons learned with previous IDP revision and planning cycles as well as changing environments were taken into consideration in the compilation of the fourth revised IDP, including:

- Strengthening the analysis and strategic planning processes of the municipality;
- Initiating zonal planning processes that involve the communities in the analysis and planning processes. More emphasis was placed on area based interventions, within the overall holistic framework;
- Ensuring better coordination through a programmatic approach and attempting to focus the budgeting process through planning interventions; and
- Strengthening performance management and monitoring systems in ensuring the objectives and deliverables are achieved.

The 2014/15 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

**Table 24 MBRR Table SA4 – Reconciliation between the IDP strategic objectives and budgeted revenue**

Strategic Objective	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>									
Promote the well being of all communities	–	35,828	–	–	–	–	–	–	–
Ensure economic growth	265	868	1,325	1,495	2,494	2,494	3,495	4,494	2,494
Enhance financial and accountability	8,593	5,447	8,456	3,868	4,121	4,121	3,868	4,121	4,121
Resource management and infrastructure and for services for access and mobility	102,080	115,536	164,766	172,079	181,251	181,251	192,079	201,251	221,251
Forward planning	–	–	–	–	–	–	–	–	–
Promote community involvement	66,380	85,313	65,214	95,047	89,213	89,213	95,047	89,213	89,213
Ensure effective communication	–	–	–	–	–	–	–	–	–
Develop & implement integrated management and governance systems	1,336	853	1,420	2,437	2,154	2,154	6,437	8,154	3,519
Attract, develop and retain human capital	11,975	12,959	13,589	6,476	7,530	7,530	(611)	6,853	13,654
<b>Allocations to other priorities</b>									
<b>0</b>	<b>190,629</b>	<b>256,804</b>	<b>254,771</b>	<b>281,402</b>	<b>286,764</b>	<b>286,764</b>	<b>300,315</b>	<b>314,086</b>	<b>334,252</b>

**Table 25 MBRR Table SA5 – Reconciliation between the IDP strategic objectives and budgeted operating expenditure**

Strategic Objective	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>									
Promote the well being of all communities	33,649	37,014	71,512	75,789	37,589	37,589	75,789	87,589	67,589
Ensure economic growth	3,911	5,084	9,548	8,310	5,846	5,846	8,310	5,846	5,846
Enhance financial and accountability	24,537	28,218	30,245	43,632	29,215	29,215	43,632	29,215	29,215
Resource management and infrastructure and for services for access and mobility	86,933	97,300	96,584	60,346	98,548	98,548	14,486	48,548	58,548
Forward planning	3,911	703	1,457	623	612	612	623	612	612
Promote community involvement	12,461	32,959	15,449	3,770	34,252	34,252	32,930	11,113	22,911
Ensure effective communication	318	450	10,255	11,603	654	654	11,603	654	654
Develop & implement integrated management and governance systems	17,657	17,468	13,860	6,772	18,685	18,685	28,461	30,855	44,163
Attract, develop and retain human capital	1,795	4,959	10,875	10,154	5,507	5,507	17,416	36,409	38,535
<b>Allocations to other priorities</b>									
<b>0</b>	<b>185,172</b>	<b>224,155</b>	<b>259,786</b>	<b>220,999</b>	<b>230,908</b>	<b>230,908</b>	<b>233,250</b>	<b>250,841</b>	<b>268,074</b>

### 2.3 Measurable performance objectives and indicators

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the municipality has developed and implemented a performance management system of which system is constantly

refined as the integrated planning process unfolds. The Municipality target, monitors, assesses and reviews organisational performance which in turn is directly to individual employee's performance.

At any time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. The planning, budgeting and reporting cycle can be graphically illustrated as follows:

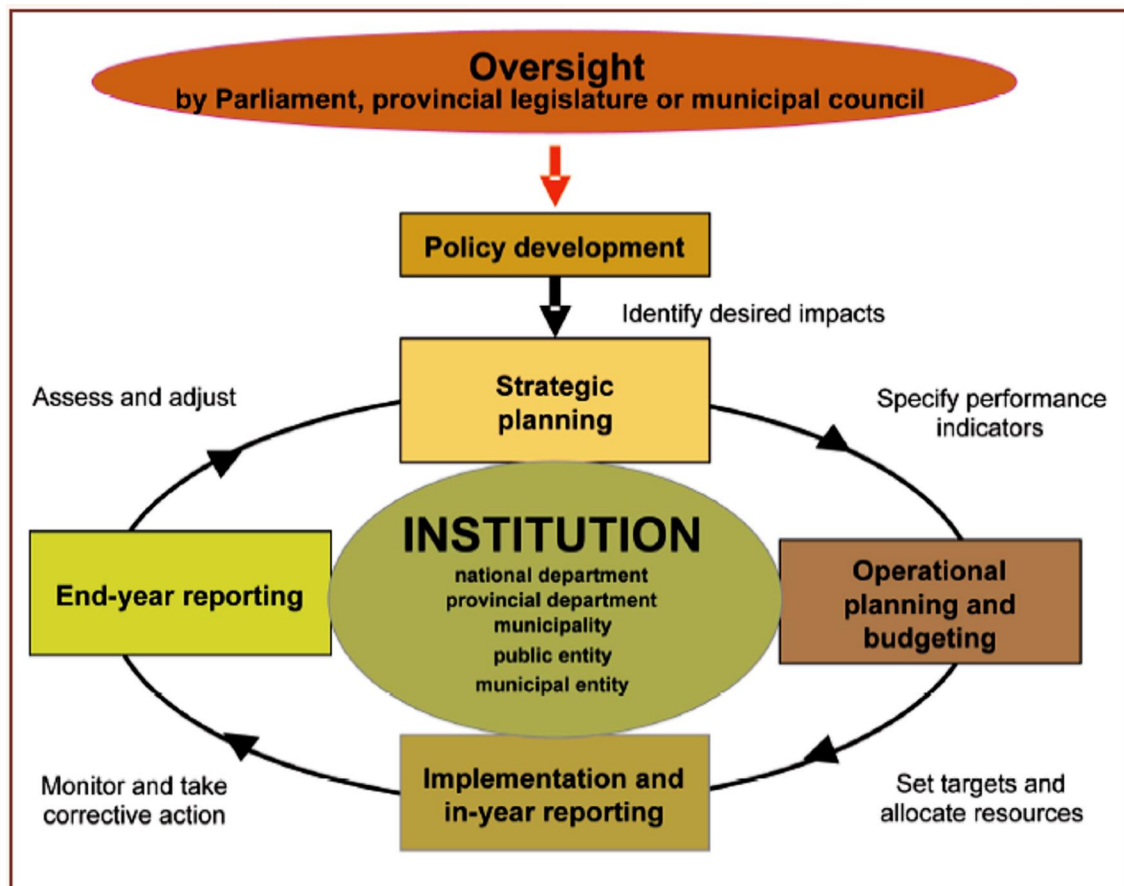


Figure 1 Planning, Budgeting and reporting cycle

The performance of the municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. The municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);
- Measurement (indicators of success);



- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purposes); and
- Improvement (making changes where necessary).

The performance information concepts used by the municipality in its integrated performance management system are aligned to the Framework of Managing Programme Performance Information issued by the National Treasury

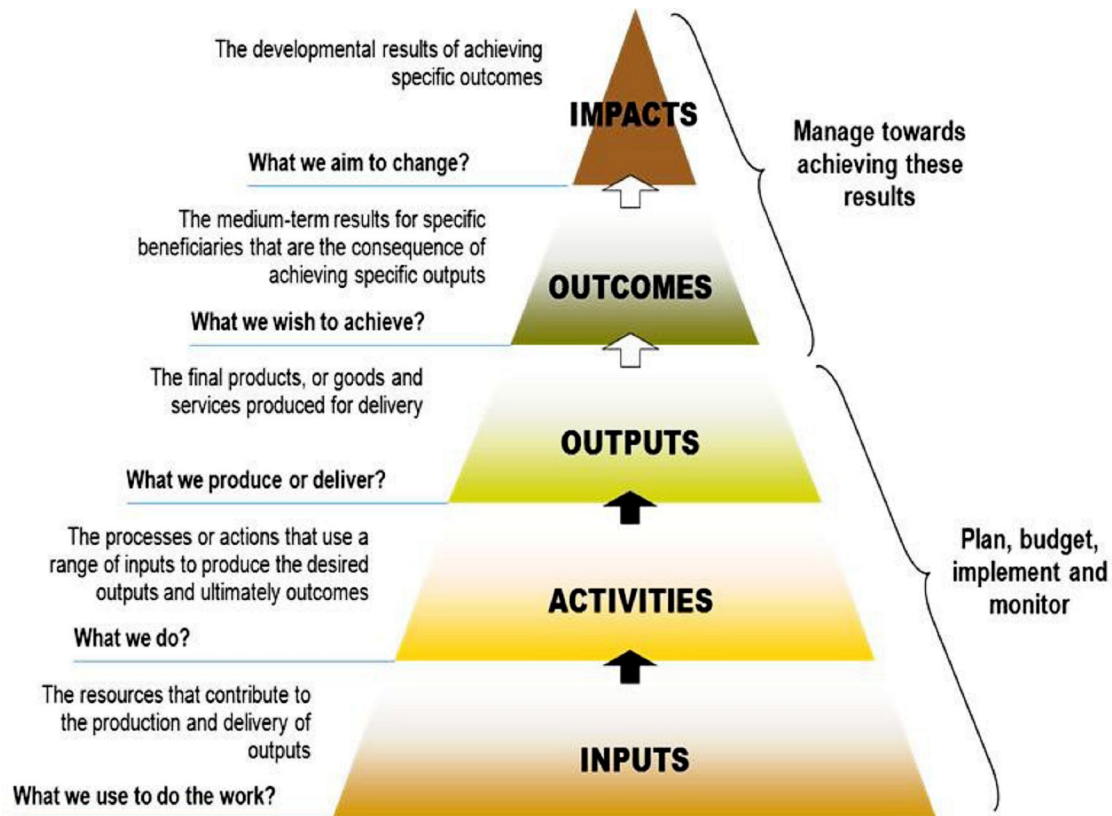


Figure 2 Definition of performance information concepts

The following table provides the main measurable performance objectives the municipality undertakes to achieve this financial year.

The following table sets out the municipalities main performance indicators and benchmarks for 2014/15 MTREF.

Table 26 MBRR Table SA8 – Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b><u>Borrowing Management</u></b>											
Credit Rating					tba	tba	tba	tba			
Capital Charges to Operating Expenditure	Interest & Principal Paid/Operating Expenditure	1.5%	2.0%	3.8%	3.8%	3.7%	3.7%	3.7%	0.5%	0.5%	0.5%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	2.6%	2.7%	7.4%	4.9%	4.7%	4.7%	4.7%	0.7%	0.7%	0.7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	21.0%	88.2%	79.3%	79.3%	79.3%	0.0%	0.0%	0.0%
<b><u>Safety of Capital</u></b>											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b><u>Liquidity</u></b>											
Current Ratio	Current assets/current liabilities	0.4	0.7	0.6	0.8	0.6	0.6	0.6	0.5	0.5	0.5
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.4	0.7	0.6	0.8	0.6	0.6	0.6	0.5	0.5	0.5
Liquidity Ratio	Monetary Assets/Current Liabilities	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
<b><u>Revenue Management</u></b>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		99.3%	67.8%	89.9%	90.6%	87.8%	87.8%	87.8%	90.8%	90.4%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100.1%	71.4%	89.7%	86.9%	84.3%	84.3%	84.3%	88.0%	87.8%	87.8%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	12.4%	20.7%	24.4%	19.5%	19.1%	19.1%	19.1%	17.6%	17.9%	18.2%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b><u>Creditors Management</u></b>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	0.0%	86.0%	88.5%	70.0%	50.0%	50.0%	50.0%	65.0%	75.0%	80.0%
Creditors to Cash and Investments		557.1%	1763.9%	1726.7%	195.1%	883.1%	883.1%	883.1%	3998.9%	4321.1%	4697.9%
<b><u>Other Indicators</u></b>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated	8.3%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%
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	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	38.1%	30.1%	35.6%	34.3%	35.4%	35.4%	35.4%	47.8%	47.4%	47.1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	42.1%	32.6%	39.3%	37.6%	41.5%	41.5%		51.4%	52.2%	53.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	17.7%	6.2%	6.0%	9.2%	9.0%	9.0%		13.9%	13.9%	13.9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	9.4%	10.8%	29.8%	8.1%	9.5%	9.5%	9.5%	8.8%	8.9%	9.1%
<b><u>IDP regulation financial viability indicators</u></b>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	159.0	108.3	27.0	34.7	34.7	34.7	179.1	192.0	202.9	214.3
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	21.1%	31.8%	50.4%	29.8%	29.1%	29.1%	29.1%	26.6%	26.6%	26.6%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.9	0.2	0.3	0.7	0.4	0.4	0.4	0.1	0.1	0.1

### 2.3.1 Performance indicators and benchmarks

#### 2.3.1 Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Thabazimbi Local municipality borrowing strategy is primarily informed by the affordability of debt repayments. The structure of the municipality's debt portfolio is

dominated by annuity loans. The following financial performance indicators have formed part of the compilation of the 2014/15 MTREF:

- Borrowing to asset ratio is a measure of the long-term borrowing as a percentage of the total asset base of the municipality. This ratio remains negligible because of the minimal amount of borrowing the municipality is carrying.
- Capital charges to operating expenditure are a measure of the cost borrowing in relation to the operating expenditure. It can be seen that the cost of borrowing has steadily decreased. The cost of borrowing is expected to continue falling to below 1% over the MTREF as loans are repaid.
- Borrowing funding of own capital expenditure measures the degree to which own capital expenditure (excluding grants and contributions) has been funded by way of borrowing. The average over MTREF is .0per cent mainly because of the insignificant amounts of outstanding borrowing.

Note also that current loan balances date back from 1990s and are approaching maturity.

#### 2.3.1.1 Safety of Capital

- The debt-to-equity ratio is a financial ratio indicating the relative proportion of equity and debt used in financing the municipality's assets. The indicator is based on the total of loans, creditors, and overFinal and tax provisions as a percentage of funds and reserves. The ratio remains negligible as well for the reasons specified above.

#### 2.3.1.2 Liquidity

- Current ratio is a measure of the current assets dividend by the current liabilities. For the 2013/2014 MTREF the current ratio is 0.5 and in the 2014/2015budgeted financial year and for the two outer years of the MTREF it remains on 0.5 as to 1. Going forward it will be necessary to improve on this rate. This is below the benchmark ratio because of the excessive provision for bad debts that we are still going to review.
- The liquidity ratio is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. For the 2013/2014 financial year the ratio was 0.41 as to 1 and as part of the financial planning strategy it has been increased to 0.43 as to 1 in the 2014/15 financial year. This needs to be considered as a high risk for the municipality as any under collection of revenue will translate into serious financial challenges. As part of the longer term financial planning objectives this ratio will have to be set at a minimum of 1 as to 1.

#### 2.3.1.3 Revenue Management

- As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash flow, not only from current billings but also from debtors that are in arrears in excess of 90 days. The intension of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, and credit control and debt collection.

#### 2.3.1.4 Creditors Management

- The municipality is struggling to ensure that creditors are settled within the legislated 30 days of invoice. This is mainly due to cash flow problems.

### **2.3.2 Free Basic Services: basic social services package for indigent households**

The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the municipality. Only registered indigents' qualify for the free basic services.

For the 2014/15 financial year more indigents have been provided for in the budget. In terms of the Municipality's indigent policy (attached as Annexure 4) registered households are entitled to 6kl free water, 50 kWh of electricity, 6 kl sanitation and free waste removal equivalent to once a week, as well as a discount on their property rates.

Further detail relating to the number of households receiving free basic services, the cost of free basic service, highest level of free basic services as well as the revenue cost associated with the free basic services is contained in Table 24 MBRR A10 (Basic Service Delivery Measurement) .

Note that the number of households in informal areas that receive free services and the cost of these services (e.g. the provision of water through stand pipes, water tankers, etc) are not taken into account in the table noted above.

### **2.3.3 Providing clean water and managing waste water**

The municipality is the Water Service Authority for the entire municipality in terms of the Water Services Act, 1997 and acts as water services provider. Approximately 90per cent of the municipality's bulk water needs are provided directly by Magalies Water in the form of purified water. The remaining per cent is generated from the municipality's own water sources, such as boreholes and small dams as well as from Kumba Mine.

The Department of Water Affairs conducts an annual performance rating of water treatment works, presenting a Blue Drop or Green Drop award respectively to potable water treatment works and waste water treatment works that meet certain criteria of excellence.

Our blue Drop status was assessed as fair but our green drop status needs to improve to meet the recommended standard.

The following is briefly the main challenges facing the municipality in this regard:

- The infrastructure at most of the waste water treatment works is old and insufficient to treat the increased volumes of waste water to the necessary compliance standard;
- Shortage of skilled personnel makes proper operations and maintenance difficult;
- Electricity power supply to some of the plants is often interrupted which hampers the purification processes; and
- There is a lack of proper regional catchment management, resulting in storm water entering the sewerage system.

The following are some of the steps that have been taken to address these challenges:

- Infrastructure shortcomings are being addressed through the capital budget in terms of a 5-year upgrade plan;

- The filling of vacancies has commenced and Waste Water Division will embark on an in-house training programme, especially for operational personnel;

## **2.4 Overview of budget related-policies**

The municipality's budgeting process is guided and governed by relevant legislation, framework, strategies and related policies.

### **2.4.1 Review of rates policy**

The Rates Policy as will be considered for approval by Council will be reviewed and the Final policy is attached to this document, as Annexure 2, for approval in council. While the Final policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to accommodate all stakeholder views. Some of the possible revisions will include the need for full participation of Rate Payers Association when changing rebates on property rates every year. In addition the rebate structure is also likely to change to incorporate the views from the Rate Payers' Association.

### **2.4.2 Asset Management. Infrastructure Investment and Funding Policy**

Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the municipality's revenue base. Within the framework, the need for asset maintenance was considered a priority and hence the capital programme was determined based on renewal of current assets versus new asset construction.

Further, continued improvements in technology generally allows many assets to be renewed at a lesser 'real' cost than the original construction cost. Therefore, it is considered prudent to allow for a slightly lesser continual level of annual renewal than the average annual depreciation. The Asset Management, Infrastructure and Funding Policy is therefore considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritization of individual capital projects. In addition the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

### **2.4.3 Budget Adjustment Policy**

The adjustments budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. To ensure that the municipality continues to deliver on its core mandate and achieves its developmental goals, the mid-year review and adjustment budget process will be utilised to ensure that underperforming functions are identified and funds redirected to performing functions.

### **2.4.4 Supply Chain Management Policy**

The Supply Chain Management Policy was adopted by Council in 2013/14 financial year. An amended policy will be considered by Council in due course of which the amendments will be extensively consulted on. The current policy can be located on the municipal website at [www.thabazimbi.gov.za](http://www.thabazimbi.gov.za).

### **2.4.5 Budget and Virement Policy**

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the municipality's system of delegations. The Budget and Virement Policy was approved by Council in

2013/14 and is also under review. A reviewed copy is also attached to this document as Annexure 3 to be approved with the budget.

#### **2.4.6 Cash Management and Investment Policy**

The municipality's Cash Management and Investment Policy, as approved in council are also under review. The aim of the policy is to ensure that the municipality's surplus cash and investments, where applicable, are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduce time frames to achieve certain benchmarks.

#### **2.4.7 Tariff Policies**

The municipality's tariff policies (located at [www.thabazimbi.gov.za](http://www.thabazimbi.gov.za)) provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery.

#### **2.4.8 Financial Planning Policy**

The Financial Planning Policy has directly informed the compilation of the 2014/15 MTREF with the emphasis on affordability and long-term sustainability. Although we are busy reviewing the policy, its contents have been of significance in the preparation of the MTREF. The policy dictates the approach to longer term financial modelling. The outcomes are then filtered into the budget process. The financial planning outcomes are taken to Council and then translate into recommendations for the budget guidelines that inform the compilation of the next MTREF. One of the salient features of the policy is the emphasis on financial sustainability. Amongst others, the following has been modelled as part of the financial modelling and scenario planning process:

- Approved 2013/2014 Adjustments Budget;
- Cash Flow Management Interventions, Initiatives and Strategies (including the cash backing of reserves);
- Economic climate and trends (i.e Inflation, household debt levels, indigent factors, growth, recessionary implications);
- Loan and investments possibilities;
- Performance trends;
- Tariff Increases;
- The ability of the community to pay for services (affordability);
- Policy priorities;
- Improved and sustainable service delivery; and
- Debtor payment levels.

The above policy together with those listed below will be made available on the municipality's website, as well as:

- Property Rates Policy;

- Budget and virement Policy; and
- Indigents Policy.

## **2.5 Overview of budget assumptions**

### **2.5.1 External factors**

South Africa's economy has continued to grow, but at a slower rate than projected at the time of the 2013 Budget. GDP growth reached 2.5% in 2012 and declined to 1.8% in 2013, it is expected to grow to 2.7% in 2014, rising to 3.5 % in 2016. Inflation has remained moderate, with consumer prices rising by 5.7 % in 2013 and projected to increase by an average of 6.2% a year over the period ahead.

Consequently, municipal revenues and cash flows are expected to gradually improve during 2014/15. However, given that the likely recovery is not guaranteed and, at best, is likely to be slow, the municipality still had to adopt a conservative approach in projecting expected revenues and cash receipts. This has also applied to managing all revenue and cash streams effectively, as well as evaluation of the spending decision.

### **2.5.2 General inflation outlook and its impact on the municipal activities**

There are five key factors that have been taken into consideration in the compilation of the 2014/15 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices of bulk electricity and water; and
- The increase in the cost of remuneration. Employee related costs comprise 39% of total operating expenditure in the 2014/15 MTREF. The increase in employee related costs is at least within inflation levels at 6.2%. We have applied the guideline increase by National Treasury as contained in Circulars 72.

### **2.5.3 Interest rates for borrowing and investment of funds**

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The current municipal loan book is based on fixed interest. Hence, the 2014/15 MTREF is based on all borrowings being undertaken using fixed interest rates for amortisation-style loans requiring both regular principal and interest payments.

### **2.5.4 Collection rate for revenue services**

The base assumption is that tariff and rating increases will increase at varying rates at or above the CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecast term.

### 2.5.5 Salary increases

The National Treasury guide of (5.79 % + 1.%) =6.79% increments has been applied across the board. CPI rates have been factored in for the two outer years of the MTREF.

### 2.5.6 Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skills development;
- Improving health service;
- Rural development and agriculture; and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

### 2.5.7 Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 90% is achieved on operating expenditure and 100% on the capital programme for the 2014/15 MTREF of which performance has been factored into the cash flow budget.

## 2.6 Overview of budget funding

### 2.6.1 Medium-term outlook: operating revenue

The following table is a breakdown of the operating revenue over the medium-term:

Table 27 Breakdown of the operating revenue over the medium-term

Description R thousand	Current Year 2013/14	Revenue	2014/15 Medium Term Revenue & Expenditure Framework			
	Adjusted Budget	% Change	Budget Year 2014/15	% Change	Budget Year +1 2015/16	% Change Budget Year +2 2016/17
<b>Revenue By Source</b>						
Property rates	16,928	6%	17,978	6%	19,092	6%
Service charges - electricity revenue	62,026	7%	66,368	7%	71,014	7%
Service charges - water revenue	53,888	14%	61,432	14%	70,033	14%
Service charges - sanitation revenue	18,012	24%	22,327	7%	23,857	7%
Service charges - refuse revenue	9,388	8%	10,175	6%	10,745	6%
Rental of facilities and equipment	1,077	7%	1,152	7%	1,232	7%
Interest earned - external investments	45	7%	48	7%	52	7%
Interest earned - outstanding debtors	4,555	5%	4,801	6%	5,069	6%
Fines	629	7%	672	7%	720	6%
Licences and permits	2,304	7%	2,472	10%	2,722	10%
Agency services	1,908	5%	2,000	0%	2,000	0%
Transfers recognised - operational	67,686	2%	69,092	-1%	68,633	-1%
Other revenue	8,292	7%	8,872	7%	9,494	11%
Gains on disposal of PPE		#DIV/0!		#DIV/0!		#DIV/0!
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>246,737</b>		<b>267,390</b>		<b>284,662</b>	<b>303,652</b>

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The municipality derives most of its operational revenue from the



provision of goods and services such as water, electricity, sanitation and solid waste removal, property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

The revenue strategy is a function of key components such as:

- Growth in the municipality and economic development;
- Revenue management and enhancement;
- Achievement of a high per cent annual collection rate for consumer revenue;
- National Treasury guidelines;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

The proposed tariff increases for the 2014/15 MTREF on the different revenue categories are:

Table 28 Proposed tariff increases over medium-term

Description	2014/15	2015/2016	2016/2017
R thousand	% Change	% Change	% Change
Property rates	6%	6%	6%
Service charges - electricity revenue	7%	7%	7%
Service charges - water revenue	14%	14%	14%
Service charges - sanitation revenue	7%	7%	7%
Service charges - refuse revenue	8%	6%	6%

Revenue to be generated from property rates is R18million in the 2014/15 financial year and increases to R19 million by 2015/16 which represents 6 per cent of the operating revenue base of the municipality. It remains relatively constant over the medium-term. With the implementation of the Municipal Property Rates Act the basis of rating significantly changed.

Service charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the municipality totalling R198 million for the 2014/15 financial year and increasing to R216 million by 2015/16. For the 2014/15 financial year services charges amount to 73% of the total revenue base.

Operational grants and subsidies amount to R69 million, R68 million and R68 million for each of the respective financial years of the MTREF, or 26% of operating revenue. It needs to be noted that in real terms the grants receipts from national government are declining on the MTREF by 6% and 6% for the two outer years.

The tables below provide detail investment information and investment particulars by maturity.

Table 29 MBRR SA15 – Detail Investment Information

Investment type	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>									
<b>Parent municipality</b>									
Securities - National Government	–								
Listed Corporate Bonds	–								
Deposits - Bank	–								
Deposits - Public Investment Commissioners	3,075	2,764	2,972	2,625	2,625	2,625	2,625	2,636	2,648
Deposits - Corporation for Public Deposits	–								
Bankers Acceptance Certificates	–								
Negotiable Certificates of Deposit - Banks	–								
Guaranteed Endowment Policies (sinking)	–								
Repurchase Agreements - Banks	–								
Municipal Bonds	–								
<b>Municipality sub-total</b>	<b>3,075</b>	<b>2,764</b>	<b>2,972</b>	<b>2,625</b>	<b>2,625</b>	<b>2,625</b>	<b>2,625</b>	<b>2,636</b>	<b>2,648</b>

Table 30 MBRR SA16 – Investment particulars by maturity

Investments by Maturity	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
<b>Name of institution &amp; investment ID</b>							
<b>Parent municipality</b>							
ABSA Investment		after 32 days	141	8	–	–	149
SANLAM MONEY MARKET		after 32 days	12	1	–	–	13
SANLAM MONEY MARKET		after 32 days	37	2	–	–	39
OLD MUTUAL		after 32 days	2,424	–	–	–	2,424
							–
							–
							–
<b>Municipality sub-total</b>			<b>2,613</b>		<b>–</b>	<b>–</b>	<b>2,625</b>

## 2.6.2 Medium-term outlook: capital revenue

The following table is a breakdown of the funding composition of the 2014/15 medium-term capital programme:

Table 31 Sources of capital revenue over the MTREF

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Capital Transfers and Grants</u>										
Municipal Infrastructure Grant (MIG)		28,892	34,750	22,474	40,019	40,019	40,019	32,926	29,423	30,601
Other capital transfers/grants [insert desc]		28,892	34,750	22,474	40,019	40,019	40,019	32,926	29,423	30,601

The above table is graphically represented as follows for the 2014/15 financial year.

Capital grants and receipts equates to 65% of the total funding source which represents R32 million for the 2014/15 financial year and decreases to R29 by 2015/16.

Borrowing still remains an insignificant funding source for the capital programme over the medium-term with additional borrowings planned to finance infrastructure assets. The following table is a detailed analysis of the municipality's borrowing liability.

Table 32 MBRR Table SA 17 – Detail of borrowings

Borrowing - Categorised by type R thousand	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Parent municipality</b>									
Long-Term Loans (annuity/reducing balance)	7,796	6,499	4,121	3,490	5,840	5,840	5,256	4,730	4,550
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
<b>Municipality sub-total</b>	<b>7,796</b>	<b>6,499</b>	<b>4,121</b>	<b>3,490</b>	<b>5,840</b>	<b>5,840</b>	<b>5,256</b>	<b>4,730</b>	<b>4,550</b>

Table 33 MBRR Table SA 18 – Capital transfers and grants receipts

Description R thousand	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
<b>National Government:</b>		50,546	55,801	55,658	63,569	63,569	63,569	64,753	62,481	61,748
Local Government Equitable Share		48,296	52,832	52,832	60,129	60,129	60,129	60,733	59,864	59,030
Municipal Systems Improvement		750	790	1,500	1,550	890	890	934	967	1,018
Finance Management		1,500	1,500	790	890	1,550	1,550	1,600	1,650	1,700
EPWP Incentive		–	679	536	1,000	1,000	1,000	1,486	–	–
Other transfers/grants [insert description]										
<b>Provincial Government:</b>		152	–	232	2,000	2,000	–	2,108	2,226	2,351
Ig seta		152		232	2,000	2,000		2,108	2,226	2,351
<b>District Municipality:</b>		474	–	713	2,117	2,117	–	2,231	2,356	2,488
Fire Reimbursement Subsidy		474		713	2,117	2,117		2,231	2,356	2,488
Other grant providers: [insert description]		–	–	–	–	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	5	<b>51,172</b>	<b>55,801</b>	<b>56,603</b>	<b>67,686</b>	<b>67,686</b>	<b>63,569</b>	<b>69,092</b>	<b>67,063</b>	<b>66,587</b>
<b>Capital Transfers and Grants</b>										
<b>National Government:</b>		28,892	34,750	22,474	40,019	40,019	40,019	32,926	29,423	30,601
Municipal Infrastructure Grant (MIG)		28,892	34,750	22,474	40,019	40,019	40,019	32,926	29,423	30,601
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
Fire Reimbursement Subsidy										
Other grant providers: [insert description]		–	–	–	–	–	–	–	–	–
<b>Total Capital Transfers and Grants</b>	5	<b>28,892</b>	<b>34,750</b>	<b>22,474</b>	<b>40,019</b>	<b>40,019</b>	<b>40,019</b>	<b>32,926</b>	<b>29,423</b>	<b>30,601</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		<b>80,064</b>	<b>90,551</b>	<b>79,077</b>	<b>107,705</b>	<b>107,705</b>	<b>103,588</b>	<b>102,018</b>	<b>96,486</b>	<b>97,188</b>

### 2.6.3 Cash Flow Management

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. The table below is consistent with international standards of good financial management practice and also improves councillors and management's ability to understand the cash flow management. Some specific features include:

- Clear separation of receipts payments within each cash flow category:
- Clear separation of capital and operating receipts from government, which also enables cash from 'Ratepayers and other' to be provide for as cash inflow based on actual performance. In other words the actual collection rate of billed revenue., and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Table 34 MBRR Table – Budgeted cash flow statement

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>											
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Ratepayers and other		107,972	117,935	120,756	150,825	155,625	155,625	155,625	151,181	178,083	188,105
Government - operating	1	48,188	58,608	55,801	63,569	63,569	63,569	63,569	69,092	68,633	68,244
Government - capital	1	36,250	34,750	23,685	40,019	40,019	40,019	40,019	32,926	29,423	30,601
Interest		269	228	228	-	-	-	-	-	-	-
Dividends		-	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Suppliers and employees		(150,604)	(186,159)	(174,670)	(203,375)	(211,983)	(211,983)	(211,983)	(208,550)	(244,500)	(259,000)
Finance charges		(2,221)	(4,061)	(4,041)	(1,002)	(953)	(953)	(953)	(361)	(382)	(403)
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>39,854</b>	<b>21,301</b>	<b>21,759</b>	<b>50,036</b>	<b>46,277</b>	<b>46,277</b>	<b>46,277</b>	<b>44,288</b>	<b>31,257</b>	<b>27,547</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		716	677	180	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors		(818)	(5,950)	310	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	6,428	8,632	8,632	8,632	5,400	5,300	5,900
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Capital assets		(27,020)	(22,826)	(20,232)	(57,029)	(47,974)	(47,974)	(47,974)	(52,251)	(35,601)	(32,500)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(27,122)</b>	<b>(28,099)</b>	<b>(19,742)</b>	<b>(50,601)</b>	<b>(39,342)</b>	<b>(39,342)</b>	<b>(39,342)</b>	<b>(46,851)</b>	<b>(30,301)</b>	<b>(26,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	498	15,000	-	-	-	-	-	-
Increase (decrease) in consumer deposits		61	(54)	128	-	-	-	-	-	-	-
<b>Payments</b>											
Repayment of borrowing		(818)	(451)	(1,297)	(5,002)	(1,002)	(1,002)	(1,002)	(1,137)	(858)	(844)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>(757)</b>	<b>(505)</b>	<b>(670)</b>	<b>9,998</b>	<b>(1,002)</b>	<b>(1,002)</b>	<b>(1,002)</b>	<b>(1,137)</b>	<b>(858)</b>	<b>(844)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>11,975</b>	<b>(7,303)</b>	<b>1,347</b>	<b>9,433</b>	<b>5,933</b>	<b>5,933</b>	<b>5,933</b>	<b>(3,700)</b>	<b>98</b>	<b>103</b>
Cash/cash equivalents at the year begin:	2	<b>(1,483)</b>	<b>10,492</b>	<b>3,189</b>	<b>1,355</b>	<b>(3,992)</b>	<b>(3,992)</b>	<b>(3,992)</b>	<b>5,441</b>	<b>1,741</b>	<b>1,839</b>
Cash/cash equivalents at the year end:	2	<b>10,492</b>	<b>3,189</b>	<b>4,536</b>	<b>10,788</b>	<b>1,941</b>	<b>1,941</b>	<b>1,941</b>	<b>1,741</b>	<b>1,839</b>	<b>1,942</b>

The above table shows that cash and cash equivalent of the municipality are anticipated to be comfortable for 2014/2015 budgeted financial year showing a balance R1.9 million due to the anticipated decrease in debtors as a result of the measures being taken to collect debts from consumer debtors. The municipality undertook an extensive debt collection process to boost cash levels. These initiatives and interventions are expected to translate into positive cash flows and ultimately an improvement on the cash position for the municipality

### Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

- What are the predicted cash and investments that are available at the end of the budget year?

- How are those funds used?
- What is the net funds available or funding shortfall?

A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall is indicative of non-compliance with section 18 of the MFMA requirement that the municipality's budget must be 'funded'. Non-compliance with section 18 is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded (budgeted spending is greater than funds available or to be collected)

Table 35 MBRR Table A8 – cash backed reserves/accumulated surplus reconciliation

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	10,492	3,189	4,536	10,788	1,941	1,941	1,941	1,741	1,839	1,942
Other current investments > 90 days		(2,959)	2,681	4,065	(2,722)	2,625	2,625	2,625	2,625	2,635	2,647
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
<b>Cash and investments available:</b>		<b>7,533</b>	<b>5,870</b>	<b>8,600</b>	<b>8,066</b>	<b>4,566</b>	<b>4,566</b>	<b>4,566</b>	<b>4,366</b>	<b>4,475</b>	<b>4,589</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		–	–	–	–	–	–	–	–	–	–
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2	–	–	–	–	–	–	–	–	–	–
Other working capital requirements	3	38,725	23,310	31,873	(19,773)	7,170	7,170	7,170	(595)	(3,571)	(6,517)
Other provisions		–	–	–	–	–	–	–	–	–	–
Long term investments committed	4	3,075	2,764	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	–	–	–	–	–	–	–	–	–	–
<b>Total Application of cash and investments:</b>		<b>41,800</b>	<b>26,074</b>	<b>31,873</b>	<b>(19,773)</b>	<b>7,170</b>	<b>7,170</b>	<b>7,170</b>	<b>(595)</b>	<b>(3,571)</b>	<b>(6,517)</b>
<b>Surplus(shortfall)</b>		<b>(34,267)</b>	<b>(20,204)</b>	<b>(23,272)</b>	<b>27,839</b>	<b>(2,604)</b>	<b>(2,604)</b>	<b>(2,604)</b>	<b>4,961</b>	<b>8,046</b>	<b>11,106</b>

From the above table it can be seen that the cash and investments availability total R1.9 million in the 2014/15 financial year and remains constant by 2015/16, including the projected cash and cash equivalents as determined in the cash flow forecast. The following is a breakdown of the application of this funding:

- There is no unspent borrowing from the previous financial years. In terms of the municipality's Borrowing and Investment Policy, borrowings are only drawn down once the expenditure has been incurred against the particular project.
- The main purpose of other working capital is to ensure that sufficient funds are available to meet obligations as they fall due. A key challenge is often the mismatch between the timing of receipts of funds from debtors and payments due to employees and creditors. High levels of debtor non-payment and receipts delays will have a greater requirement for working capital, as was experienced by the municipality in 2013/14 resulting in cash flow challenges. Any underperformance in relation to collections could place upward pressure on the ability of the municipality to meet its financial obligations.

It can be concluded that the municipality focused to have a surplus against the cash backed and accumulated surpluses reconciliation. The level of cash-backing decreases in 2015/16 but is expected to increase in 2016/17. The challenge for the municipality will be to ensure that the underlying planning and cash flow assumptions are meticulously managed, especially the performance against the collection rate.

## 2.6.4 Funding compliance measurement

National Treasury requires that the municipality assess its financial sustainability against fourteen different measures that look at various aspects of the financial health of the municipality. These measures are contained in the following table. All the information comes directly from the annual budgeted statements of financial performance, financial position and cash flows. The funding compliance measurement table essentially measures the degree to which the proposed budget complies with the funding requirements of the MFMA. Each of the measures is discussed below.

Table 40 MBRR SA10 – Funding compliance measurement

Description	MFMA section	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	10,492	3,189	4,536	10,788	1,941	1,941	1,941	1,741	1,839	1,942
Cash + investments at the yr end less applications - R'000	18(1)b	2	(34,267)	(20,204)	(23,272)	27,839	(2,604)	(2,604)	(2,604)	4,961	8,046	11,106
Cash year end/monthly employee/supplier payments	18(1)b	3	0.9	0.2	0.3	0.7	0.1	0.1	0.1	0.1	0.1	0.1
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	5,456	32,649	(5,015)	60,403	55,856	55,856	55,856	67,065	63,245	66,179
Service charge rev % change - macro CPIIX target exclusive	18(1)a,(2)	5	N.A.	49.5%	(35.4%)	47.6%	(3.9%)	(6.0%)	(6.0%)	5.3%	3.2%	3.3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	100.1%	71.4%	89.7%	86.9%	86.9%	86.9%	86.9%	76.3%	82.5%	79.9%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	2.9%	2.3%	6.8%	1.3%	1.2%	1.2%	1.2%	1.2%	1.1%	1.1%
Capital payments % of capital expenditure	18(1)c,(19)	8	110.8%	92.0%	76.5%	100.0%	81.4%	81.4%	81.4%	100.0%	74.2%	77.9%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	21.0%	88.2%	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.	133.9%	12.4%	(9.3%)	0.0%	0.0%	0.0%	(2.1%)	5.6%	5.6%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	34.1%	0.9%	1.2%	1.4%	2.4%	2.4%	3.9%	2.9%	2.6%	2.7%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	48.8%	64.6%	65.2%

#### 2.6.4.1 Cash/ cash equivalent position

The municipality's forecast cash position was discussed as part of the budgeted cash flow statement. A 'positive' cash position, for each year of the MTREF would generally be a minimum requirement, subject to the planned application of these funds such as cash-backing of reserves and working capital requirements

#### Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table 22. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

#### Monthly average payments covered by cash or cash equivalents

The purpose of this measure is to understand the level of financial risk should the municipality be under financial stress from a collection and cash in-flow perspective. Regardless of the annual cash position an evaluation should be made of the ability of the municipality to meet monthly payments as and when they fall due. It is especially important to consider the position should the municipality be faced with an unexpected disaster that threatens revenue collection such as rate boycotts..

#### Surplus/deficit excluding depreciation offsets

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An 'adjusted' surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that rates and service charges are insufficient to ensure that the community is making a sufficient contribution toward the economic benefits they are consuming over the medium term. For the 2014/15 MTREF the indicative outcome is a surplus of R34 million and remains constant at R34 and R39 million for the two outer years.

#### 2.6.4.2 Property Rates/service charge revenue as a percentage increase less macro inflation target

The purpose of this measure is to understand whether the municipality is contributing appropriately to the achievement of national inflation targets. This measure is based on the increase in 'revenue', which will include

both the change in the tariff as well as any assumption about real growth such as new property development, services consumption growth etc.

The factor is calculated by deducting the maximum macro-economic inflation target increase. The result is intended to be an approximation of the real increase in revenue. From the table above it can be seen that the percentage growth totals 11.4%, (0.6%) and (0.6%) per cent for the respective financial year of the 2014/15 MTREF.

#### 2.6.4.3 Cash receipts as a percentage of ratepayers and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 88% for 2014/2015 and it improves by 1% in the outer two financial years. This measure and performance objective will have to be meticulously managed. Should performance with the mid-year review and adjustments be positive in relation to actual collections of billed revenue, the adjustments budget will be amended accordingly.

#### 2.6.4.4 Capital payments percentage of capital expenditure

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position. It forecasted that all capital payments will be paid within the legislative requirement that creditors be paid within 30 days.

#### 2.6.4.5 Borrowing as a percentage of capital expenditure (excluding transfers, grants and contributions)

The purpose of this measurement is to determine the proportion of a municipality's 'own-funded' capital expenditure budget that is being funded from borrowed funds to confirm MFMA compliance. Externally funded expenditure (by transfers/grants and contributions) has been excluded. It can be seen that borrowing equates to 0 per cent of own funded capital, as there are intentions to obtain any borrowing.

#### Transfers/grants revenue as a percentage of Government transfers/grants available

The purpose of this measurement is mainly to ensure that all available transfers from national and provincial government have been budgeted for. A percentage less than 100% could indicate that not all grants as contained in the Division of Revenue Act (DoRA) have been budgeted for. The municipality has budgeted for all transfers.

#### 2.6.4.6 Consumer debtors change (Current and Non-current)

The purposes of these measures are to ascertain whether budgeted reductions in outstanding debtors are realistic. There are 2 measures shown for this factor; the change in current debtors and the change in long term receivables, both from the Budgeted Financial Position. The table above shows no change in non-current as those older than a year have been impaired. The debtors are anticipated to decrease due the debt collection strategies hence (12.5) % jump in consumer debtors' balance in 2014/15.

#### 2.6.4.7 Repairs and Maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because a trend that indicate insufficient funds are being committed to asset repair could also indicate that the overall budget is not credible and/or sustainable in the medium to long term because the revenue budget is not being protected. Details of the municipality's strategy pertaining to asset management and repairs and maintenance are contained in Table 48 MBRR SA34C.

## 2.6.4.8 Asset renewal/rehabilitation expenditure level

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget (since MFMA Circular 28 which was issued in December 2005) is to categorise each capital project as a new asset or a renewal/rehabilitation project. The objective is to summarise and understand the proportion of budgets being provided for new assets and also asset sustainability. A declining or low level of renewal funding may indicate that a budget is not credible and/or sustainable and future revenue is not being protected, similar to the justification for 'repairs and maintenance' budgets. Further details in this regard are contained in Table 47 MBRR SA34b.

## 2.7 Expenditure on grants and reconciliation of unspent funds

Table 37 MBRR SA19 – Expenditure on transfers and grant programmes

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>										
<b>EXPENDITURE:</b>	1									
<b>Operating expenditure of Transfers and Grants</b>										
<b>National Government:</b>		50,546	55,793	55,658	63,569	63,569	63,569	64,753	62,481	61,748
Local Government Equitable Share		48,296	52,832	52,832	60,129	60,129	60,129	60,733	59,864	59,030
Municipal Systems Improvement		750	1,492	1,500	1,550	1,550	1,550	934	967	1,018
Finance Management		1,500	790	790	890	890	890	1,600	1,650	1,700
EPWP Incentive		-	679	536	1,000	1,000	1,000	1,486	-	-
Other transfers/grants [insert description]										
<b>Provincial Government:</b>		152	-	232	2,000	2,000	2,000	2,108	2,226	2,351
<b>lg seta</b>		152	-	232	2,000	2,000	2,000	2,108	2,226	2,351
<b>District Municipality:</b>		474	-	713	2,117	2,117	2,117	2,231	2,356	2,488
Fire Reimbursement Subsidy		474	-	713	2,117	2,117	2,117	2,231	2,356	2,488
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
<b>Total operating expenditure of Transfers and Grants:</b>		51,172	55,793	56,603	67,686	67,686	67,686	69,092	67,063	66,587
<b>Capital expenditure of Transfers and Grants</b>										
<b>National Government:</b>		28,892	22,474	22,474	40,019	40,019	40,019	32,926	29,423	30,601
Municipal Infrastructure Grant (MIG)		28,892	22,474	22,474	40,019	40,019	40,019	32,926	29,423	30,601
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
Fire Reimbursement Subsidy										
Other grant providers:		2,650	5,000	-	-	-	-	-	-	-
[insert description]		2,650	5,000							
<b>Total capital expenditure of Transfers and Grants</b>		31,542	27,474	22,474	40,019	40,019	40,019	32,926	29,423	30,601
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>		82,714	83,267	79,077	107,705	107,705	107,705	102,018	96,486	97,188



Table 38 MBRR SA20 – Reconciliation between of transfers, grant receipts and unspent funds

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts		50,546	54,934	76,576	63,569	63,569	63,569	64,753	64,050	63,405
Conditions met - transferred to revenue		50,546	54,934	76,576	63,569	63,569	63,569	64,753	64,050	63,405
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts		266	1,800	232	2,000	2,000	2,000	2,108	2,226	2,351
Conditions met - transferred to revenue		266	1,800	232	2,000	2,000	2,000	2,108	2,226	2,351
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts		360	474	713	2,117	2,117	2,117	2,231	2,356	2,488
Conditions met - transferred to revenue		360	474	713	2,117	2,117	2,117	2,231	2,356	2,488
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 operating transfers and grants revenue		51,172	57,208	77,521	67,686	67,686	67,686	69,092	68,633	68,244
Total operating transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts		23,054	24,824	24,074	40,019	40,019	40,019	32,926	29,423	30,601
Conditions met - transferred to revenue		23,054	24,824	24,074	40,019	40,019	40,019	32,926	29,423	30,601
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		23,054	24,824	24,074	40,019	40,019	40,019	32,926	29,423	30,601
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		74,226	82,032	101,595	107,705	107,705	107,705	102,018	98,056	98,845
TOTAL TRANSFERS AND GRANTS - CTBM		-	-	-	-	-	-	-	-	-

## 2.8 Councillor and employee benefits

Table 39 MBRR SA22 – Summary of councillor and staff benefits

Summary of Employee and Councillor remuneration	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
	A	B	C	D	E	F	G	H	I
<b><u>Councillors (Political Office Bearers plus Other)</u></b>									
Basic Salaries and Wages	6,045	3,529	4,098	4,373	4,373	4,373	4,672	4,934	5,210
Pension and UIF Contributions	–	217	252	530	561	561	630	666	703
Medical Aid Contributions	–	104	121	302	302	302	109	115	121
Motor Vehicle Allowance	–	1,324	1,537	1,247	1,344	1,344	1,440	1,520	1,606
Cellphone Allowance	29	261	303	289	289	289	309	326	344
Housing Allowances	–	–	–	–	–	–	–	–	–
Other benefits and allowances	–	68	207	193	509	509	739	780	824
<b>Sub Total - Councillors</b>	<b>6,074</b>	<b>5,503</b>	<b>6,516</b>	<b>6,934</b>	<b>7,377</b>	<b>7,377</b>	<b>7,899</b>	<b>8,341</b>	<b>8,808</b>
% increase		(9.4%)	18.4%	6.4%	6.4%	–	7.1%	5.6%	5.6%
<b><u>Senior Managers of the Municipality</u></b>									
Basic Salaries and Wages	5,686	4,092	4,608	5,576	5,576	5,576	5,984	6,392	7,123
Pension and UIF Contributions	266	–	–	–	–	–	–	–	–
Medical Aid Contributions	80	18	21	–	–	–	–	–	–
Overtime	–	–	–	–	–	–	–	–	–
Performance Bonus	–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	733	824	928	1,000	1,000	1,000	1,129	1,192	1,259
Cellphone Allowance	–	39	44	16	16	16	47	50	53
Housing Allowances	–	–	–	–	–	–	14	15	15
Other benefits and allowances	101	36	41	59	59	59	–	–	–
Payments in lieu of leave	–	–	–	–	–	–	–	–	–
Long service awards	–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	–	–	–	–	–	–	–	–	–
<b>Sub Total - Senior Managers of Municipality</b>	<b>6,865</b>	<b>5,009</b>	<b>5,642</b>	<b>6,652</b>	<b>6,652</b>	<b>6,652</b>	<b>7,174</b>	<b>7,649</b>	<b>8,450</b>
0		(27.0%)	12.6%	17.9%	–	–	7.9%	6.6%	10.5%
<b><u>Other Municipal Staff</u></b>									
Basic Salaries and Wages	35,698	38,311	43,917	43,990	45,185	45,185	53,664	59,293	63,182
Pension and UIF Contributions	7,938	9,148	10,222	10,669	10,724	10,724	11,156	11,780	12,440
Medical Aid Contributions	2,071	2,539	2,838	2,709	2,886	2,886	3,772	3,983	4,206
Overtime	3,495	1,493	2,701	3,145	3,746	3,746	3,363	3,551	3,750
Performance Bonus	–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	2,821	3,093	3,456	9,052	9,150	9,150	6,209	6,557	6,924
Cellphone Allowance	–	215	240	264	278	278	512	540	571
Housing Allowances	84	44	49	75	85	85	155	164	173
Other benefits and allowances	1,889	3,808	4,256	6,476	7,822	7,822	8,591	9,072	9,580
Payments in lieu of leave	–	3,242	3,623	821	821	821	–	–	–
Long service awards	–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	–	–	–	–	–	–	–	–	–
<b>Sub Total - Other Municipal Staff</b>	<b>53,995</b>	<b>61,893</b>	<b>71,302</b>	<b>77,199</b>	<b>80,698</b>	<b>80,698</b>	<b>87,421</b>	<b>94,941</b>	<b>100,825</b>
0		14.6%	15.2%	8.3%	4.5%	–	8.3%	8.6%	6.2%
<b>Total Parent Municipality</b>	<b>66,934</b>	<b>72,405</b>	<b>83,460</b>	<b>90,785</b>	<b>94,726</b>	<b>94,726</b>	<b>102,494</b>	<b>110,930</b>	<b>118,083</b>
		8.2%	15.3%	8.8%	4.3%	–	8.2%	8.2%	6.4%
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>	<b>66,934</b>	<b>72,405</b>	<b>83,460</b>	<b>90,785</b>	<b>94,726</b>	<b>94,726</b>	<b>102,494</b>	<b>110,930</b>	<b>118,083</b>
0		8.2%	15.3%	8.8%	4.3%	–	8.2%	8.2%	6.4%
<b>TOTAL MANAGERS AND STAFF</b>	<b>60,860</b>	<b>66,902</b>	<b>76,944</b>	<b>83,851</b>	<b>87,349</b>	<b>87,349</b>	<b>94,595</b>	<b>102,590</b>	<b>109,275</b>

**Table 40 MBRR SA23 – Salaries, allowances and benefits (political office bearers/councillors/senior managers)**

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
<b>Councillors</b>	3							
Speaker	4		380,388	-	164,966			545,354
Chief Whip			475,485	-	35,790			511,275
Executive Mayor			483,074	-	198,574			681,648
Deputy Executive Mayor			-	-	-			-
Executive Committee			739,767	-	333,910			1,073,677
Total for all other councillors			2,720,111	-	1,790,144			4,510,255
<b>Total Councillors</b>	8	-	<b>4,798,825</b>	<b>-</b>	<b>2,523,385</b>			<b>7,322,210</b>
<b>Senior Managers of the Municipality</b>	5							
Municipal Manager (MM)			1,075,486	-	202,356	-		1,277,842
Chief Finance Officer			777,216	-	194,304	-		971,520
								-
								-
								-
List of each official with packages >= senior manager								
Chief Operating Officer			820,771	-	89,358	-		910,128
Corporate Services Manager			820,771	-	89,358	-		910,128
Planning and Development Manager			798,336	-	194,304	-		992,640
Community Services Manger			777,216	-	173,184	-		950,400
Technical Services Manager			819,456	-	194,304	-		1,013,760
								-
								-
								-
								-
								-
								-
								-
<b>Total Senior Managers of the Municipality</b>	8,10	-	<b>5,889,252</b>	<b>-</b>	<b>1,137,167</b>	<b>-</b>		<b>7,026,419</b>
<b>A Heading for Each Entity</b>	6,7							
List each member of board by designation								
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Total for municipal entities</b>	8,10	-	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
<b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b>	10	-	<b>10,688,077</b>	<b>-</b>	<b>3,660,552</b>	<b>-</b>		<b>14,348,629</b>

Table 41 MBRR SA24 – Summary of personnel numbers

Summary of Personnel Numbers	Ref	2012/13			Current Year 2013/14			Budget Year 2014/15		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>										
Councillors (Political Office Bearers plus Other Councillors)		23	–	23	23	–	23	23	–	23
Board Members of municipal entities	4	–	–	–	–	–	–	–	–	–
<b>Municipal employees</b>	5	–	–	–	–	–	–	–	–	–
Municipal Manager and Senior Managers	3	7	–	7	7	–	7	7	–	7
Other Managers	7	29	29	–	29	–	–	29	–	–
Professionals		61	61	–	89	58	6	89	58	6
Finance		44	44	–	44	36	5	44	36	5
Spatial/town planning		6	6	–	33	11	1	33	11	1
Information Technology		3	3	–	4	3	–	4	3	–
Roads		–	–	–	–	–	–	–	–	–
Electricity		3	3	–	3	3	–	3	3	–
Water		3	3	–	3	3	–	3	3	–
Sanitation		–	–	–	–	–	–	–	–	–
Refuse		2	2	–	2	2	–	2	2	–
Other		–	–	–	–	–	–	–	–	–
Technicians		105	105	–	409	221	36	409	221	36
Finance		–	–	–	–	–	–	–	–	–
Spatial/town planning		–	–	–	–	–	–	–	–	–
Information Technology		–	–	–	–	–	–	–	–	–
Roads		–	–	–	–	–	–	–	–	–
Electricity		22	22	–	13	20	–	13	20	–
Water		28	28	–	53	34	8	53	34	8
Sanitation		20	20	–	39	19	7	39	19	7
Refuse		18	18	–	101	59	11	101	59	11
Other		17	17	–	203	89	10	203	89	10
Clerks (Clerical and administrative)		56	56	–	26	18	–	26	18	–
Service and sales workers		–	–	–	–	–	–	–	–	–
Skilled agricultural and fishery workers		–	–	–	–	–	–	–	–	–
Craft and related trades		–	–	–	–	–	–	–	–	–
Plant and Machine Operators		–	–	–	–	–	–	–	–	–
Elementary Occupations		–	–	–	–	–	–	–	–	–
<b>TOTAL PERSONNEL NUMBERS</b>	9	281	251	30	583	297	72	583	297	72

## 2.9 Contracts having future budgetary implications

In terms of the municipality's Supply Chain Management Policy, no contracts are awarded beyond the medium-term revenue and expenditure framework (three years). In ensuring adherence to this contractual time frame limitation, all reports submitted to either the Bid Evaluation and Adjudication Committees must obtain formal financial comments from the Budget and Treasury Office.

## 2.10 Capital expenditure details

The following three tables present details of the municipality's capital expenditure programme, firstly on new assets, then the renewal of assets and finally on the repair and maintenance of assets.

Table 42 MBRR SA 34a – Capital expenditure on new assets by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework			
	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
R thousand											
Capital expenditure on new assets by Asset Class/Sub-class											
Infrastructure	2 3	23,254	24,181	16,921	39,700	39,700	39,700	16,385	12,500	7,000	
Infrastructure - Road transport		7,551	7,381	-	-	-	-	-	-	-	
Roads, Pavements & Bridges		7,551	7,381	-	-	-	-	-	-	-	
Storm water		-	-	-	-	-	-	-	-	-	
Infrastructure - Electricity		7,906	-	1,623	2,500	2,500	2,500	-	-	-	
Generation		7,906	-	-	2,500	2,500	2,500	-	-	-	
Transmission & Reticulation		-	-	1,623	-	-	-	-	-	-	
Street Lighting		-	-	-	-	-	-	-	-	-	
Infrastructure - Water		7,797	-	-	1,500	1,500	1,500	2,500	3,000	3,500	
Dams & Reservoirs		-	-	-	-	-	-	-	-	-	
Water purification		-	-	-	-	-	-	-	-	-	
Reticulation		7,797	-	-	1,500	1,500	1,500	2,500	3,000	3,500	
Infrastructure - Sanitation		-	16,800	15,298	34,500	34,500	34,500	13,885	9,500	3,500	
Reticulation		-	16,800	15,298	34,500	34,500	34,500	13,885	9,500	3,500	
Sewerage purification		-	-	-	-	-	-	-	-	-	
Infrastructure - Other		-	-	-	1,200	1,200	1,200	-	-	-	
Waste Management		-	-	-	1,200	1,200	1,200	-	-	-	
Transportation		-	-	-	-	-	-	-	-	-	
Gas		-	-	-	-	-	-	-	-	-	
Other		-	-	-	-	-	-	-	-	-	
Community			-	-	-	60	60	60	6,044	4,500	6,000
Parks & gardens		7	-	-	-	-	-	-	-	-	-
Sportsfields & stadia			-	-	-	-	-	-	-	-	-
Swimming pools			-	-	-	-	-	-	-	-	-
Community halls			-	-	-	-	-	-	-	-	-
Libraries			-	-	-	-	-	-	-	-	-
Recreational facilities			-	-	-	-	-	-	4,844	4,500	4,500
Fire, safety & emergency			-	-	-	60	60	60	-	-	-
Security and policing			-	-	-	-	-	-	-	-	-
Buses			-	-	-	-	-	-	-	-	-
Clinics			-	-	-	-	-	-	-	-	-
Museums & Art Galleries			-	-	-	-	-	-	-	-	-
Cemeteries			-	-	-	-	-	-	1,200	-	1,500
Social rental housing	-		-	-	-	-	-	-	-	-	
Other	-		-	-	-	-	-	-	-	-	
Heritage assets			-	-	-	-	-	-	-	-	
Buildings	9	-	-	-	-	-	-	-	-		
Other		-	-	-	-	-	-	-	-		
Investment properties		-	-	-	-	-	-	-	-		
Housing development		-	-	-	-	-	-	-	-		
Other		-	-	-	-	-	-	-	-		
Other assets	10	1,142	643	9,527	17,269	19,169	19,169	1,300	-	1,500	
General vehicles		-	643	750	-	-	-	-	-	-	
Specialised vehicles		-	-	-	-	-	-	-	-	-	
Plant & equipment		122	-	190	-	-	-	-	-	-	
Computers - hardware/equipment		789	-	333	450	450	450	-	-	-	
Furniture and other office equipment		231	-	100	-	-	-	-	-	-	
Abattoirs		-	-	-	-	-	-	-	-	-	
Markets		-	-	-	-	-	-	-	-	-	
Civic Land and Buildings		-	-	1,210	5,000	6,900	6,900	-	-	-	
Other Buildings		-	-	-	-	-	-	-	-	-	
Other Land		-	-	-	2,000	2,000	2,000	1,300	-	1,500	
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-	
Other		-	-	6,944	9,819	9,819	9,819	0	-	-	
Agricultural assets			-	-	-	-	-	-	-	-	
List sub-class			-	-	-	-	-	-	-	-	
Biological assets		-	-	-	-	-	-	-	-		
List sub-class		-	-	-	-	-	-	-	-		
Intangibles		-	-	-	-	-	-	-	-		
Computers - software & programming		-	-	-	-	-	-	-	-		
Other (list sub-class)		-	-	-	-	-	-	-	-		
Total Capital Expenditure on new assets	1	24,396	24,824	26,448	57,029	58,929	58,929	23,730	17,000	14,500	

Table 43 MBRR SA34b – Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		–	–	–	–	–	–	22,321	27,100	22,600
Infrastructure - Road transport		–	–	–	–	–	–	3,500	3,600	4,100
Roads, Pavements & Bridges								3,500	3,600	4,100
Storm water										
Infrastructure - Electricity		–	–	–	–	–	–	1,800	2,100	2,500
Generation										
Transmission & Reticulation								1,800	2,100	2,500
Street Lighting										
Infrastructure - Water		–	–	–	–	–	–	2,825	3,200	3,600
Dams & Reservoirs								2,825	3,200	3,600
Water purification										
Reticulation										
Infrastructure - Sanitation		–	–	–	–	–	–	14,196	18,200	12,400
Reticulation								14,196	18,200	12,400
Sewerage purification										
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Waste Management										
Transportation	2									
Gas										
Other	3									
<b>Community</b>		–	–	–	–	–	–	–	–	–
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses	7									
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing	8									
Other										
<b>Heritage assets</b>		–	–	–	–	–	–	–	–	–
Buildings										
Other	9									
<b>Investment properties</b>		–	–	–	–	–	–	–	–	–
Housing development										
Other										
<b>Other assets</b>		–	–	–	–	–	–	3,200	3,900	4,600
General vehicles										
Specialised vehicles										
Plant & equipment										
Computers - hardware/equipment										
Furniture and other office equipment										
Abattoirs										
Markets										
Civic Land and Buildings								2,000	2,600	3,200
Other Buildings										
Other Land										
Surplus Assets - (Investment or Inventory)								1,200	1,300	1,400
Other										
<b>Agricultural assets</b>		–	–	–	–	–	–	–	–	–
List sub-class										
<b>Biological assets</b>		–	–	–	–	–	–	–	–	–
List sub-class										
<b>Intangibles</b>		–	–	–	–	–	–	–	–	–
Computers - software & programming										
Other (list sub-class)										
<b>Total Capital Expenditure on renewal of existing assets</b>	1	–	–	–	–	–	–	25,521	31,000	27,200

Table 44 MBRR SA34c – Repairs and maintenance expenditure by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework			
	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
R thousand	1										
Repairs and maintenance expenditure by Asset Class/Sub-class											
Infrastructure	2	26,100	12,002	9,629	18,252	18,252	18,252	27,827	28,825	29,879	
Infrastructure - Road transport		13,422	1,838	3,602	6,417	6,417	6,417	7,852	8,292	8,756	
Roads, Pavements & Bridges		13,422	1,838	3,602	6,417	6,417	6,417	7,852	8,292	8,756	
Storm water		-	-	-	-	-	-	-	-	-	
Infrastructure - Electricity		2,333	6,421	1,099	3,988	3,988	3,988	11,091	11,152	11,216	
Generation		2,333	6,421	1,099	3,988	3,988	3,988	11,091	11,152	11,216	
Transmission & Reticulation		-	-	-	-	-	-	-	-	-	
Street Lighting		-	-	-	-	-	-	-	-	-	
Infrastructure - Water		6,754	2,843	2,979	4,890	4,890	4,890	4,872	5,144	5,433	
Dams & Reservoirs		6,754	2,843	2,979	4,890	4,890	4,890	4,872	5,144	5,433	
Water purification											
Reticulation											
Infrastructure - Sanitation		3,591	900	1,949	2,956	2,956	2,956	4,012	4,237	4,474	
Reticulation		3,591	900	1,949	2,956	2,956	2,956	4,012	4,237	4,474	
Sewerage purification											
Infrastructure - Other		-	-	-	-	-	-	-	-	-	
Waste Management		-	-	-	-	-	-	-	-	-	
Transportation		-	-	-	-	-	-	-	-	-	
Gas		-	-	-	-	-	-	-	-	-	
Other		-	-	-	-	-	-	-	-	-	
Community		3	-	1,697	461	100	100	100	3,253	3,435	3,627
Parks & gardens		7	-	1,138	-	50	50	50	3,257	3,439	3,632
Sportsfields & stadia			-	-	-	-	-	-	-	-	-
Swimming pools			-	-	-	-	-	-	-	-	-
Community halls			-	-	-	-	-	-	-	-	-
Libraries			-	1	-	-	-	-	-	-	-
Recreational facilities			-	-	461	-	-	-	-	-	-
Fire, safety & emergency	-		-	-	50	50	50	(4)	(5)	(5)	
Security and policing	-		15	-	-	-	-	-	-	-	
Buses	-		-	-	-	-	-	-	-	-	
Clinics	-		-	-	-	-	-	-	-	-	
Museums & Art Galleries	-		-	-	-	-	-	-	-	-	
Cemeteries	-		543	-	-	-	-	-	-	-	
Social rental housing	-		-	-	-	-	-	-	-	-	
Other	-		-	-	-	-	-	-	-	-	
Heritage assets	9		-	-	-	-	-	-	-	-	-
Buildings			-	-	-	-	-	-	-	-	-
Other			-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-	
Housing development		-	-	-	-	-	-	-	-	-	
Other		-	-	-	-	-	-	-	-	-	
Other assets	10	2,071	17	2,608	3,948	3,948	3,948	5,180	5,471	5,777	
General vehicles		-	-	-	1,734	1,734	1,734	4,559	4,814	5,084	
Specialised vehicles		-	-	-	-	-	-	-	-	-	
Plant & equipment		1,332	-	2,357	-	-	-	-	-	-	
Computers - hardware/equipment		-	17	-	100	100	100	-	-	-	
Furniture and other office equipment		208	-	4	14	14	14	-	-	-	
Abattoirs		-	-	-	-	-	-	-	-	-	
Markets		-	-	-	-	-	-	-	-	-	
Civic Land and Buildings		-	-	191	100	100	100	-	-	-	
Other Buildings		-	-	-	2,000	2,000	2,000	621	656	693	
Other Land		-	-	-	-	-	-	-	-	-	
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-	
Other		531	-	56	-	-	-	-	-	-	
Agricultural assets			-	-	-	-	-	-	-	-	
List sub-class											
Biological assets		-	-	-	-	-	-	-	-		
List sub-class											
Intangibles		-	-	-	-	-	-	-	-		
Computers - software & programming											
Other (list sub-class)											
Total Repairs and Maintenance Expenditure	1	28,171	13,716	12,698	22,300	22,300	22,300	36,260	37,730	39,283	

Table 45 MBRR SA36 – Detailed capital budget per municipal vote

## THABAZIMBI MUNICIPALITY

2012/13-2014/15 PROJECT LIST PER DEPARTMENT

52,611,000

Project Name	Department	FUNDING SOURCE	WISHLIST 2012-13	
			CAPITAL	
<b>Basic Services delivery and Infrastructure Development</b>				
Construction of Northam and Thabazimbi cemeteries	Community services	MIG	1,200,000.00	
Land acquisition and Feasibility studies for construction of Northam and Thabazimbi cemeteries	Community services	MIG	1,300,000.00	
Parks maintenance	Community services	MIG		
Maintenance of Land fill sites	Community services	TLM		
Northam Construction of WWTW	Technical	MIG	13,885,200.00	
Thabazimbi Construction of WWTW	Technical	MIG	12,581,600.00	
Upgrade sports facilities	Technical	MIG	4,844,400.00	
PMU fees	Technical	MIG	1,614,800.00	
Development of water safety plans Blue & Green drop	Technical	TLM		
Replacement and refurbishment of boreholes	Technical	TLM	1,600,000.00	
Upgrading old water pipelines	Technical	TLM	1,225,000.00	
Upgrading of load management system	Technical	TLM	1,800,000.00	
Northam Extension 2 , upgrading of internal streets	Technical	TLM	3,500,000.00	
<b>Subtotal basic service delivery</b>			<b>43,551,000</b>	
Renovations and purchase of Vehicle Training station		TLM	1,000,000	
Weigh bridge		TLM	1,000,000	
Purchase of fire arms		TLM	60,000	
Purchase of warrant of arrest detector		TLM	300,000	
			<b>2,360,000</b>	
<b>Financial Viability</b>				
Debt collection and credit control	CFO's Office	TLM		
Interns salaries, training + travelling + financial man	CFO's Office	FMG		
Smart metering project	CFO's Office	TLM	2,500,000.00	
Operation clean audit, FAR	CFO's Office	TLM		
Replacement of damaged and faulty meters		TLM	1,000,000	
<b>Subtotal financial viability</b>			<b>3,500,000</b>	
<b>Municipal Transformation and institutional Development</b>				
Promulgation of by-laws	Legal Services	TLM		
Software, Hardware , website maintenance and	IT Services	TLM		
Upgrading of Municipal Chamber	Administration	TLM	2,000,000.00	
Upgrading of wireless communication system	IT Services	TLM	800,000.00	
Electronoc Mail system	IT Services	TLM	-	
Intranet Share point	IT Services	TLM	400,000.00	
<b>Subtotal municipal transformation</b>			<b>3,200,000</b>	
<b>GRAND TOTAL</b>			<b>52,251,000</b>	



## 2.11 Legislation compliance status

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

1. In year reporting  
Reporting to National Treasury in electronic format has seen a marginal improvement since the turn of the year. Section 71 reporting to the Mayor (within 10 working days) has progressively improved and includes quarterly published financial performance on the municipality's website.
2. Internship Programme  
The municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Budget and Treasury Office. The interns have since been given permanent contracts.
3. Budget and Treasury Office  
The Budget and Treasury Office has been established in accordance with the MFMA.
4. Audit Committee  
An Audit Committee has been established and is fully functional.
5. Annual Report  
Annual report is compiled in terms of the MFMA and National Treasury requirements.
6. MFMA Training  
The MFMA training module in electronic format is presented at the municipality and training is going.
7. Policies  
An amendment of the Municipal Property Rates Regulations as published in Government Notice 363 of 27 March 2009 was announced in Government Gazette 33016 on 12 March 2010. The ratios as prescribed in the Regulations have been complied with. The municipality's Property Rates Policy has also been reviewed to take into account views from Thabazimbi Rate Payers Association and other similar Forums. A Final has been attached as Annexure 2 to this document.

Other budget related policies in existence include the following:

- Tariff policy
- Credit control policy
- Budget virement policy
- Supply Chain Management Policy
- Asset Management Policy
- Indigent Policy

**Municipal manager's quality certificate**

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I, Adv M. E. Ntsoane, the Municipal manager of Thabazimbi Local Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name \_\_\_\_\_

Municipal Manager of Thabazimbi Local Municipality (LIM361)

Signature \_\_\_\_\_

Date \_\_\_\_\_