

THABAZIMBI LOCAL MUNICIPALITY

ANNUAL BUDGET 2015-16



2015-16 TO 2017-18

MEDIUM TERM REVENUE AND EXPENDITURE FORECASTS

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Thabazimbi
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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

It is indeed a humbling experience to stand before you, to present for your consideration the Annual Budget and IDP for 2015-16 Medium Term Revenue and Expenditure Framework (MTREF).

Madam Speaker, the presentation of these estimates is consistent with section 22 of the Municipal Finance Management Act, (MFMA). The budget is a strategic instrument of development which demands planning, allocation of resources, control and proper accounting for every resource entrusted to our Municipality on behalf of our community.

Madam Speaker, the 2015-16 Annual Budget and IDP are being prepared under very difficult and untold circumstances considering that, the growth of our country's economy is still reminiscent of the global financial ills of yesteryear, in the midst global and Local institutions are still struggling to find their feet, (municipalities included). The MTBS highlights that South Africa's economic performance has deteriorated over the past several years. Gross domestic product (GDP) growth of 1.4 per cent was estimated in 2014, down from 3.6 per cent in 2013. GDP growth is projected to improve over the medium term as infrastructure constraints ease, private investment recovers and exports grow. Economic growth is expected to rise gradually over the medium term, reaching 3 per cent by 2017.

The budget estimates before you for the medium term were designed to manage the risk(s) in our constrained fiscal environment while building a foundation for economic growth as recommended from the national and provincial spheres. The Annual Budget and IDP were prepared after taking into consideration a number service delivery concerns that were raised during the Strategic Planning Session held on the 09th to the 10th of February 2015 at Mabalingwe.

Madam Speaker the critical need to continue improving service delivery to our community with the limited resources available and to contribute to key national priorities were taken into consideration as detailed in the main body of the budget and IDP document. Strategies to respond to the persistent water shortages, improvement to sanitation challenges and effective waste removal mechanisms were also considered. 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 5.8 %, projected real GDP growth of 1.4% 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.

The key priorities of government to reshape South Africa's urban and peri-urban environment through integrated spatial planning, investment in dynamic developments, integrated housing, support for business activities and job creation were considered. The Medium Term Strategic Framework (MTSF) priorities for structural reform over the period ahead include:

- Building the capacity of local government through the "back to basics" approach which will focus on improving service delivery, accountability and financial management. Local government should be effective and efficient; and this will be measured by its ability to perform the basic mandate of service delivery.
- Reshaping South Africa's urban environment through integrated spatial planning and an expansion of the municipal debt market. Municipalities play a critical role in growing the economy through well-planned and well-managed urbanization. In order to achieve this, large and small municipalities require massive investment to stimulate growth, maintain infrastructure and ensure that basic services are provided for growing populations.
- Over the next three years, the government will roll-out a new approach to local government infrastructure financing. Incentives will be introduced to encourage large and small urban municipalities to promote more compact, efficient and equitable cities. Planning will focus on developing mixed-use

precincts that can help to catalyze economic activity, and upgrading informal settlements. We remain vigilant and hopeful that our own communities will also benefit from such initiatives of government.

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 R311 million has been budgeted for in the 2015-16 financial years and will increase to R328 million over the MTREF period. The budgeted revenue has increased by 5% from the approved adjusted budget for the 2014/15 financial year.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. In the 2014/15 financial year revised budget, revenue from rates and services charges totalled R196 million and this constituted 69% of the total revenue (excluding capital receipts). In the forecasted year 2015-16, Rates and service charges increased to R 223 million and this still constitutes 72% of total revenue for the year. A 5.8% increase on property rates is proposed in line with the general increase on consumer price index.

The municipality experienced poor cash flows in 2014/15 financial year due to poor revenue collection strategies and grant allocations which were held by the National Treasury and some funds had to be repaid to the National fiscus due to non compliances of the past financial years. Various revenue enhancement mechanisms and auxiliary measures to ensure optimum billing and improved revenue collections are being explored and some already being implemented ,we anticipate that these strategies will blossom to fruition during the 201516 financial year.It then becomes very critical that the strategies and recommendations documented in this document are fully supported by both our communities and stakeholders.

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 are currently being replaced during 201415 financial year and this will result in accurate meter readings taken.
- The smart metering project financed jointly be the municipality and Department of energy have since been approved and commenced. This project when fully implemented will result enhance the municipality's selling of electricity by eliminating completely the meter reading phase and credit control costs on electricity.
- 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 R65 million in the 2015-16 financial year and is forecasted to maintain at R67 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 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 2015-16 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 changes made and gazetted in the Municipal Property Rates Tax Act were also considered and included in the presented revenue estimates. The main affected areas are Mining Industry and Farming where additional scope of valuations was widened for mining properties and excessive relief mechanisms were managed on farming properties.

The overall increase of 33% 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.

The municipality of Thabazimbi was allocated R10 million from the Department of Water Affairs for the continuous improvement of water infrastructure, the following two years on the MTREF were allocated R13 million and R26 million respectively. It must be noted that the persistent water challenges are affecting the whole region and the proposed response for our community is to optimise our efforts on ground water extraction through refurbishment of boreholes in and around Thabazimbi.

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 10% from 1 July 2015. 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 2% mark-up to try and break even on water distribution incorporating distribution losses. A 12% increase in water tariff has been implemented during the 2015-16 and we forecast that we will maintain an increase of 5.7% 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 14% increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2015.

Considering Eskom increases, the consumer tariff had to be increased by 12.69% to offset the additional bulk purchase cost from 1 July 2015. 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 2015-16 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 excluding the Political office bearers for 2015-16 financial year totals), which equals to 39% of the total operating expenditure. This represents 6% increment from revised 2014/15 figures. The increase is due to annual salary increase of 6% as guided by the multi year Salary and Wage collective Agreement for the period 1 July 2012 to 30 June 2015.

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 water and electricity meter replacement projects finance by the Anglo American and Implemented through the Development Bank of South Africa are currently being implemented, the successful completion of these projects will ensure a significant improvement in water and electricity distribution losses thereby contribute positively to the healthy operating of the institution. We will continue to manage the distribution losses relating to revenue foregone through effective indigent management during the budget year and this will ease our cash flow crisis.

Other materials comprise of amongst others the purchase of fuel, leases, rentals, 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 2015-16

the appropriation for repairs and maintenance is R36 million which constitutes 12% of the total operating expenditure for 2015-16 and continues to grow at 12% for the two outer years of MTREF

Aligned to the priority number one of our 2015-16 IDP to provide water and sanitation we need to preserve and maintain the municipality's current infrastructure, the 2015-16 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.

3.3 Capital Expenditure

In 2015-16, R73 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 R49 million, and R59 million respectively for each of the financial years. Waste water management has the highest allocation of R 28 million in 2015-16 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 2015-16. 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.

Anglo American Platinum and Kumba iron ore committed to finance R24 m and R20m respectively for water projects during the 2015-16 financial year.

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.

There is absolutely no other time that compels us, and all the relevant stakeholders from different political, ethnic or religious groups to come together and find a panacea to our unique challenges than in difficult times. For the betterment of our communities and valued dignity of those we represent, I humbly request all capable stakeholders to stretch their hands in one way or another to improve and change the lives of all in need.

I believe with adequate cohesion of all our efforts in different departments, 2015-16 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 31st of March 2015 the Council of Thabazimbi Local Municipality meet in the Council Chambers to consider for adoption the Draft Annual Budget of the municipality for the financial year 2015-16. 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 Draft Annual Budget of the municipality for the financial year 2015-16 and the multi-year and single year capital appropriations as set out in the following tables:

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

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

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

1.1.4. Multi-year and single-year Draft 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 2015:

2.1 The tariffs for property rates by law and Policy – 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 2015 the tariffs of other services, as set out in Annexures 5.

4 To give proper effect to the municipality's Draft 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 2015-16 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 Draft Budget Executive summary

The Medium Term Budget Policy Statement 2014 highlighted that the country's weaker-than-expected economic performance and outlook pose new fiscal challenges. Lowering the expenditure ceiling is one of the measures implemented. Therefore decreases in indicative baselines will be allocated proportionately across national, provincial and local government according to their share of national revenue.

In the case of local government, reductions will only be made to conditional grants and not to the local government equitable share. Reductions will be spread across the grants and larger reductions will be applied to grants that have a history of under-spending and non-infrastructure grants.

The Municipal Human Settlements Capacity Grant was introduced in 2014/15 to facilitate the development of capacity to manage human settlements programmes in a number of selected towns and growth points, Thabazimbi was allocated a total of R16.4 million for 2015/16 financial year. While the process of assigning the housing function is being reviewed, strengthening the capacity of these cities to manage the built environment remains a priority.

The municipality also applied for the Regional Bulk Infrastructure Grant and Municipal Water Infrastructure Grant. These allocations are intended to accelerate the provision of clean water to households. While the review of local government infrastructure grants will continue in 2015, two changes emerging from the governments review's recommendations so far are proposed for 2015/16:

- Rationalizing four grants administered by the Department of Water and Sanitation. These grants, which have overlapping objectives, are the Municipal Water Infrastructure Grant, Water Services Operating Subsidy Grant, Rural Households Infrastructure Grant and Regional Bulk Infrastructure Grant; and

Thabazimbi is one of the municipalities cited as beneficiaries from the MWIG funds and the approved allocations are as follows R10 million, R13 million, R26 million for 2015/16 to 2017/18 respectively. This grant is earmarked to ease the current water problems and ensure the provision of clean water to all our communities.

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 2015-16 MTREF.

The main challenges experienced during the compilation of the 2015-16 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 (10%) as well as Eskom (14%)), 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 2015-16 MTREF process; and

The following budget principles and guidelines directly informed the compilation of the 2015-16 MTREF:

- The 2014/15 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 2015-16 Draft 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 2015-16 Medium Term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2015-16 MTREF

R(Thousands)	Adjustments Budget 2014/15	Budget Year 15/16	Budget Year +1 2016/17	Budget Year + 2 2017/18
	R(000)'	R(000)'	R(000)'	R(000)'
Total revenue	285,086.00	311,389.00	327,902.00	344,681.00
Total operating expenditure	236,053.00	283,386.00	305,009.00	328,169.00
Surplus/(Deficit)	49,033.00	28,003.00	22,893.00	16,511.00
Total Capital Contribution	3,162.00	33,516.00	6,317.00	1,503.00

Total operating revenue has grown by 9% for the 2015-16 financial year compared to the 2014/15 Adjustments Budget; operational expenditure has grown by 20% in the 2015-16 budget year compared to the 2014/15 adjusted budget figures. The surplus for the two outer years increases to R22 million and R16 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 R73 million for the 2015-16 financial is 25% lower than 2014/15 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 2016-17 financial year is

forecasted to be R49 million and then evens out in 2017-18 to R59 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 2015/2016 MTREF revenue (classified by main revenue source):

Table 2 Summary of revenue classified by revenue source

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue By Source											
Property rates	2	14,721	12,076	13,708	17,978	23,628	23,628	23,628	31,392	33,212	35,139
Property rates - penalties & collection charges		0	—	—	—	—	—	—	—	—	—
Service charges - electricity revenue	2	49,673	43,622	47,195	66,368	72,422	72,422	72,422	81,613	86,346	91,354
Service charges - water revenue	2	61,720	26,712	20,952	61,432	61,432	61,432	61,432	68,804	72,794	77,017
Service charges - sanitation revenue	2	10,789	11,649	13,001	22,327	29,036	29,036	29,036	31,068	32,870	34,777
Service charges - refuse revenue	2	7,932	8,152	8,615	10,175	9,525	9,525	9,525	10,192	10,783	11,409
Service charges - other		—	—	—	—	—	—	—	—	—	—
Rental of facilities and equipment		256	521	381	1,152	1,152	1,152	1,152	1,219	1,290	1,364
Interest earned - external investments		39	185	1,231	48	48	48	48	—	—	—
Interest earned - outstanding debtors		4,678	8,199	7,252	4,801	4,801	4,801	4,801	6,250	6,613	6,996
Dividends received		—	—	—	—	—	—	—	—	—	—
Fines		862	1,078	1,002	672	855	855	855	904	957	1,012
Licences and permits		2,397	1,486	1,425	2,472	1,993	1,993	1,993	3,149	3,331	3,525
Agency services		540	723	—	2,000	2,000	2,000	2,000	2,653	2,807	2,970
Transfers recognised - operational		57,208	77,521	72,470	69,092	69,092	69,092	69,092	64,841	67,054	68,703
Other revenue	2	11,498	20,468	14,222	8,872	9,103	9,103	9,103	9,305	9,845	10,416
Gains on disposal of PPE		16	228	2,167	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		222,328	212,621	203,622	267,389	285,086	285,086	285,086	311,390	327,903	344,681

Table 3 Percentage growth of revenue by main revenue source

Description R thousand	Budget year 1415		2015/16 Medium Term Revenue & Expenditure Framework				
	Pre-audit outcome	Movement	Budget Year 2015/16	Movement	Budget Year +1 2016/17	Movement	Budget Year +2 2017/18
Revenue By Source							
Property rates	23,628	33%	31,392	6%	33,212	6%	35,139
Property rates - penalties & collection charges	–	0%	–	0%	–	0%	–
Service charges - electricity revenue	72,422	13%	81,613	6%	86,346	6%	91,354
Service charges - water revenue	61,432	12%	68,804	6%	72,794	6%	77,017
Service charges - sanitation revenue	29,036	7%	31,068	6%	32,870	6%	34,777
Service charges - refuse revenue	9,525	7%	10,192	6%	10,783	6%	11,409
Rental of facilities and equipment	1,152	6%	1,219	6%	1,290	6%	1,364
Interest earned - external investments	48	0%	–	0%	–	0%	–
Interest earned - outstanding debtors	4,801	30%	6,250	6%	6,613	6%	6,996
Fines	855	6%	904	-100%	–	0%	1,012
Licences and permits	1,993	58%	3,149	6%	3,331	6%	3,525
Agency services	2,000	33%	2,653	6%	2,807	6%	2,970
Transfers recognised - operational	69,092	-6%	64,841	3%	67,054	2%	68,703
Other revenue	9,103	2%	9,305	6%	9,845	6%	10,416
Total Revenue (excluding capital transfers and contributions)	285,086		311,390		327,903		344,681

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 2014/15 adjusted budget, revenue from rates and services charges totalled R286 million. Revenue particularly from property rates has increased by 6% water and electricity revenue has also seen slight adjustments of 12% and 12.69% respectively from 2014/2015 as recommended by Circular 74 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 R72 million by 2016-17. The largest source is electricity revenue which constitutes 26% and will increase to R86 million by 2016-17. Other revenue contributes only 7% 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 R65million in the 2015-16 financial year and steadily maintains at R67 million by 2016-17. 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 R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
RECEIPTS:									
Operating Transfers and Grants									
National Government:	55,801	55,658	63,569	64,753	64,753	64,753	64,841	63,054	64,703
Local Government Equitable Share	52,832	52,832	60,129	60,733	60,733	60,733	60,064	59,287	60,525
Municipal Systems Improvement	790	1,500	1,550	934	934	934	2,102	957	1,033
Finance Management	1,500	790	890	1,600	1,600	1,600	1,675	1,810	2,145
EPWP Incentive	679	536	1,000	1,486	1,486	1,486	1,000	1,000	1,000
Provincial Government:	–	232	90	2,108	2,108	2,108	1,500	1,250	1,300
Ig seta	–	232	90	2,108	2,108	2,108	1,500	1,250	1,300
District Municipality:	474	–	190	2,231	2,231	2,231	–	–	–
Fire Reimbursement Subsidy	474	–	190	2,231	2,231	2,231	–	–	–
Other grant providers:	–	–	–	–	–	–	–	–	–
[insert description]									
Total Operating Transfers and Grants	56,275	55,890	63,849	69,092	69,092	69,092	66,341	64,304	66,003
Capital Transfers and Grants									
National Government:	34,750	22,474	27,261	32,926	32,926	32,926	29,172	30,215	31,779
Municipal Infrastructure Grant (MIG)	34,750	22,474	27,261	32,926	32,926	32,926	29,172	30,215	31,779
Other capital transfers/grants [insert desc]									
Provincial Government:	–	–	–	–	–	–	–	–	–
District Municipality:	–	–	–	–	–	–	–	–	–
Fire Reimbursement Subsidy	–	–	–	–	–	–	–	–	–
Other grant providers:	–	–	–	–	–	–	–	–	–
[insert description]									
Total Capital Transfers and Grants	34,750	22,474	27,261	32,926	32,926	32,926	29,172	30,215	31,779
TOTAL RECEIPTS OF TRANSFERS & GRANTS	91,025	78,364	91,110	102,018	102,018	102,018	95,513	94,519	97,782

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 were considered during the budgeting process and the Property Rates By-law and Policy of the Municipality has been amended accordingly as attached on Annexure 2.

The following stipulations in the Property Rates Policy are highlighted:

- The first R20, 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)
- Agricultural property rebate shall amount 25%, which will only apply to owners of agricultural properties used for farming purposes.
- Public service infrastructure shall be granted 25% 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:

Circular 74 of the MFMA requires that, If a municipality's **water and sanitation tariffs** are not fully cost reflective, the municipality should develop a pricing strategy to phase-in the necessary tariff increases in a manner that spreads the impact on consumers over a period of time. As per the guidance in various previous Budget Circulars, municipalities were expected to apply cost reflective tariffs in the 2014/15 MTREF for both water and sanitation. Should this not be the case, municipalities will be required to clearly articulate the reasons and remedial actions to rectify this position in their budget document.

To mitigate the need for water tariff increases, municipalities must put in place an appropriate strategy to limit water losses to acceptable levels. In this regard municipalities must ensure that water used by its own operations is charged to the relevant service, and not simply attributed to water losses.

- 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 10% from 1 July 2015.

A tariff increase of 12% from 1 July 2015 for water is proposed. This is based on input cost assumptions of 10% increase in the cost of bulk water (Magalies Water), the cost of other inputs increasing by 5.8%. 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

RESIDENTIAL	Current Tarriffs	Proposed Tarriff
	201415	201516
	(R)/KL	(R)/KL
1-10KL per month	11.99	13.45
11-30KL	13.94	15.64
31-50KL	15.76	17.68
51-80KL	18.59	20.86
81KL and above	23.63	26.51
NON RESIDENTIAL		
Purified Water to trade and industry	12.9	14.80
Schools and Churches	11.99	13.27
Government Departments	11.99	13.45

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	Currently Payable	Proposed Payable	Annual Movement
	201415	201516	%
KL			
20	259.30	290.90	12%
30	398.70	447.30	12%
40	556.30	624.10	12%
65	992.75	1,113.80	12%
81	1,252.78	1,405.51	12%

The tariff structure of the 2014/2015 financial year has not yet been changed. The National Treasury recommended implementation of the Indining Block Tarriff (IBT). The tariff structure is designed to charge higher

levels of consumption. A higher rate, steadily increasing to a rate of R23.51 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 14% in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2015.

Considering Eskom increases, the consumer tariff had to be increased by 12.69 % per cent to offset the additional bulk purchase cost from 1 July 2015. 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	Current Amount	Proposed Amount	Increase	Percentage Change
Consumption	Payable	Payable	R	
KWH	R	R	R	
50	64	73	8	12.69%
350	450	507	57	12.69%
600	771	869	98	12.69%

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 2015 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 R31 million for the 2015-16 financial year.

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 2015-16 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 2015. 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 2015:

Table 8 Comparison between current waste removal fees and increases

The detailed cost structure per service type is well documented in the Tariff book for refuse removal. This was necessitated by the need to differentiate the cost recovery based on the differential ways and methods used in dealing with different types of waste and refuse and the frequency thereon.

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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16 % Incr.	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		348.25	387.84	387.84	412.27	412.27	412.27	6.3%	436.18	461.48	488.25
Electricity: Basic levy		24.29	28.40	28.40	30.19	30.19	30.19	12.7%	31.94	33.79	35.75
Electricity: Consumption		895.05	1,062.48	1,062.48	1,129.41	1,129.41	1,129.41	12.7%	1,194.92	1,264.22	1,337.55
Water: Basic levy		19.45	22.53	22.53	23.95	23.95	23.95	12.0%	25.34	26.81	28.37
Water: Consumption		278.30	327.38	327.38	348.00	348.00	348.00	12.0%	368.19	389.54	412.13
Sanitation		104.33	115.68	115.68	122.97	122.97	122.97	6.3%	130.10	137.65	145.63
Refuse removal		251.72	279.13	279.13	296.71	296.71	296.71	6.3%	313.92	332.13	351.40
Other		-	-	-	-	-	-	-	-	-	-
sub-total		1,921.39	2,223.44	2,223.44	2,363.51	2,363.51	2,363.51	5.8%	2,500.60	2,645.63	2,799.08
VAT on Services											
Total large household bill:		1,921.39	2,223.44	2,223.44	2,363.51	2,363.51	2,363.51	5.8%	2,500.60	2,645.63	2,799.08
% increase/decrease			15.7%	-	6.3%	-	-		5.8%	5.8%	5.8%
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		248.75	263.08	263.08	279.66	279.66	279.66	6.3%	295.88	313.04	331.19
Electricity: Basic levy		24.29	26.97	26.97	28.67	28.67	28.67	12.7%	30.33	32.09	33.95
Electricity: Consumption		476.55	540.00	540.00	574.02	574.02	574.02	12.7%	607.31	642.54	679.80
Water: Basic levy		19.45	21.40	21.40	22.75	22.75	22.75	12.0%	24.07	25.46	26.94
Water: Consumption		130.10	147.85	147.85	157.16	157.16	157.16	12.0%	166.28	175.92	186.13
Sanitation		104.33	109.86	109.86	116.78	116.78	116.78	6.3%	123.55	130.72	138.30
Refuse removal		251.72	265.08	265.08	281.78	281.78	281.78	6.3%	298.12	315.41	333.71
Other		-	-	-	-	-	-	-	-	-	-
sub-total		1,255.19	1,374.24	1,374.24	1,460.82	1,460.82	1,460.82	5.8%	1,545.55	1,635.19	1,730.03
VAT on Services		140.90	140.90	155.56							
Total small household bill:		1,396.09	1,515.14	1,529.81	1,460.82	1,460.82	1,460.82	5.8%	1,545.55	1,635.19	1,730.03
% increase/decrease			8.5%	1.0%	(4.5%)	-	-		5.8%	5.8%	5.8%
Monthly Account for Household - 'Indigent Household receiving free basic services'	3										
Rates and services charges:											
Property rates		-	-	-	-	-	-	-	-	-	-
Electricity: Basic levy		24.29	24.29	26.97	28.67	28.67	28.67	12.7%	30.33	32.09	33.95
Electricity: Consumption		353.55	353.55	392.55	417.28	417.28	417.28	12.7%	441.48	467.08	494.18
Water: Basic levy		19.45	19.45	21.40	22.75	22.75	22.75	12.0%	24.07	25.46	26.94
Water: Consumption		120.22	120.22	136.98	145.61	145.61	145.61	12.0%	154.06	162.99	172.44
Sanitation		-	-	-	-	-	-	-	-	-	-
Refuse removal		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
sub-total		517.51	517.51	577.90	614.30	614.30	614.30	5.8%	649.93	687.63	727.51
VAT on Services		72.45	72.45	80.91							
Total small household bill:		589.96	589.96	658.80	614.30	614.30	614.30	5.8%	649.93	687.63	727.51
% increase/decrease			-	11.7%	(6.8%)	-	-		5.8%	5.8%	5.8%

1.5 Operating Expenditure Framework

The municipality's expenditure framework for the 2015-16 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 2015-16 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
Expenditure By Type										
Employee related costs	66,903	75,672	99,442	91,790	94,775	94,775	94,775	100,461	106,288	112,240
Remuneration of councillors	5,503	5,692	8,419	7,899	7,899	7,899	7,899	8,399	8,886	9,402
Debt impairment	3,320	6,979	12,632	2,100	2,100	2,100	2,100	14,530	15,257	16,019
Depreciation & asset impairment	19,891	54,763	67,509	19,350	19,350	19,350	19,350	32,500	35,750	39,325
Finance charges	4,061	8,675	11,893	361	661	661	661	838	956	1,000
Bulk purchases	57,759	58,571	64,861	61,979	61,979	61,979	61,979	69,908	77,831	86,659
Other materials	-	-	-	-	-	-	-	-	-	-
Contracted services	24,439	10,403	5,349	5,559	3,159	3,159	3,159	3,830	4,052	4,287
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	42,280	39,031	66,744	41,233	46,130	46,130	46,130	52,920	55,990	59,237
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-
Total Expenditure	224,155	259,786	336,850	230,271	236,053	236,053	236,053	283,386	305,010	328,169

The budget allocation for employee related costs for the 2015-16 financial year totals R109 million, which equals 39% of the total operating expenditure. This represents an 6% increment from prior year. The increase is due to annual salary increase of 6.8% 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 2015-16 and the placement process the municipality has just completed.

An annual increase of 6.8% per cent has been applied in the 2015-16 financial year while CPI indices of 5.8% and 5.6% 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 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 R32 million for the 2015-16 financial and equates to 11% 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%, (R0.8million) of operating expenditure for 2015-16 and maintains on R 0.9 million, to 2016-17. 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 2015-16 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 2015-16 equates to R36 million, a growth of 22% in relation to the Adjustment Budget and continues to grow at 6% and 6% over the MTREF depending on the market value of our noncurrent assets. In relation to the total operating expenditure, repairs and maintenance comprises of 13%.

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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Repairs and maintenance expenditure by Asset Class/Sub-class									
Infrastructure	12,002	9,629	21,743	25,827	25,827	25,827	27,495	29,090	30,777
Infrastructure - Road transport	1,838	3,602	1,864	7,852	7,852	7,852	8,292	8,773	9,282
Roads, Pavements & Bridges	1,838	3,602	1,864	7,852	7,852	7,852	8,292	8,773	9,282
Infrastructure - Electricity	6,421	1,099	-	9,091	9,091	9,091	9,600	10,157	10,746
Street Lighting Transmission & Reticulation	6,421	1,099	-	9,091	9,091	9,091	9,600	10,157	10,746
Infrastructure - Water	2,843	2,979	449	4,872	4,872	4,872	5,144	5,443	5,759
Dams & Reservoirs	2,843	2,979	449	4,872	4,872	4,872	5,144	5,443	5,759
Infrastructure - Sanitation	900	1,949	19,430	4,012	4,012	4,012	4,237	4,482	4,742
Reticulation	900	1,949	19,430	4,012	4,012	4,012	4,237	4,482	4,742
Community	1,697	461	-	3,253	3,253	3,253	3,535	3,740	3,957
Parks & gardens	1,138	-	-	3,257	3,257	3,257	3,439	3,639	3,850
Libraries	1	-	-	-	-	-	-	-	-
Recreational facilities	-	461	-	-	-	-	-	-	-
Fire, safety & emergency	-	-	-	(4)	(4)	(4)	95	101	107
Security and policing	15	-	-	-	-	-	-	-	-
Cemeteries	543	-	-	-	-	-	-	-	-
Other assets	17	2,608	9,354	-	-	-	4,609	5,312	4,916
General vehicles	-	-	6,000	-	-	-	4,550	5,250	4,850
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	-	2,357	-	-	-	-	-	-	-
Computers - hardware/equipment	17	-	-	-	-	-	-	-	-
Furniture and other office equipment	-	4	353	-	-	-	14	15	16
Civic Land and Buildings	-	191	3,000	-	-	-	45	47	50
Other	-	56	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	13,716	12,698	31,097	29,079	29,079	29,079	35,639	38,142	39,650

For the 2015-16 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% (R8.2 million), followed by water infrastructure at 14% (5.1 million), waste water infrastructure at 17% (R4.2 million) and electricity infrastructure at 31 %,(R9.2 million).

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 2015-16 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 2015-16 Medium-term capital budget per vote

Vote Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital expenditure - Vote										
Multi-year expenditure - to be appropriated										
Vote 1 - Executive & council	34	-	-	-	-	-	-	-	-	-
Vote 2 - 200 Municipal Manager	-	-	-	-	-	-	-	-	-	-
Vote 3 - 300 Budget & Treasury	29	-	-	2,500	27,000	27,000	27,000	-	-	-
Vote 4 - 400 Corporate Services	1,602	2,374	9,354	3,700	4,140	4,140	4,140	5,750	6,250	7,500
Vote 5 - 500 Planning and Economic Development	-	-	-	-	-	-	-	-	-	-
Vote 6 - 600 Community Services	204	209	-	7,344	4,844	4,844	4,844	9,689	4,532	4,532
Vote 7 - 700 Technical Services	22,955	23,865	21,743	73,283	60,400	60,400	60,400	55,000	38,000	46,000
Vote 8 - Public Safety and Protection Services 800	-	-	-	3,360	1,175	1,175	1,175	2,250	750	1,250
Capital multi-year expenditure sub-total	24,824	26,448	31,097	90,187	97,559	97,559	97,559	72,689	49,532	59,282
Capital single-year expenditure sub-total	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote	24,824	26,448	31,097	90,187	97,559	97,559	97,559	72,689	49,532	59,282
Capital Expenditure - Standard										
Governance and administration	1,665	2,374	9,354	6,200	31,140	31,140	31,140	5,750	6,250	7,500
Executive and council	34	-	-	-	-	-	-	-	-	-
Budget and treasury office	29	-	-	2,500	27,000	27,000	27,000	-	-	-
Corporate services	1,602	2,374	9,354	3,700	4,140	4,140	4,140	5,750	6,250	7,500
Community and public safety	204	209	-	10,204	5,704	5,704	5,704	6,739	5,282	5,782
Community and social services	197	209	-	2,500	-	-	-	-	-	-
Sport and recreation	-	-	-	4,844	4,844	4,844	4,844	4,489	4,532	4,532
Public safety	7	-	-	2,860	860	860	860	2,250	750	1,250
Economic and environmental services	9,888	6,944	1,864	4,581	13,000	13,000	13,000	18,000	15,000	10,000
Planning and development	-	-	-	-	-	-	-	-	-	-
Road transport	9,888	6,944	1,864	4,581	13,000	13,000	13,000	18,000	15,000	10,000
Trading services	13,067	16,921	19,879	68,702	60,214	60,214	60,214	42,200	23,000	36,000
Electricity	1,621	1,623	-	1,800	-	-	-	27,000	5,000	4,800
Water	-	-	449	43,815	47,214	47,214	47,214	10,000	13,000	26,000
Waste water management	11,446	15,298	19,430	23,087	13,000	13,000	13,000	5,200	5,000	5,200
Waste management	-	(0)	-	-	-	-	-	-	-	-
Other	-	-	-	500	500	500	500	-	-	-
Total Capital Expenditure - Standard	24,824	26,448	31,097	90,187	110,558	110,558	110,558	72,689	49,532	59,282
Funded by:										
National Government	24,824	24,074	8,621	32,296	36,396	36,396	36,396	29,172	30,215	31,779
Provincial Government	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	24,824	24,074	8,621	32,296	36,396	36,396	36,396	29,172	30,215	31,779
Public contributions & donations	-	-	22,476	44,000	71,000	71,000	71,000	10,000	13,000	26,000
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	2,374	-	13,891	3,162	3,162	3,162	33,517	6,317	1,503
Total Capital Funding	24,824	26,448	31,097	90,187	110,558	110,558	110,558	72,689	49,532	59,282

For 2015-16 an amount of R73 million has been appropriated for the development of infrastructure assets. The water projects financed by Anglo American and Kumba are ongoing totalling to R44 million, these projects are expected to be completed during the 2015-16 financial year. The completion of the two Waste Water Treatment projects are set to be completed during the 2015/16 financial years with financial assistance from SIOC. In the outer years this amount totals R49 million and R59 million respectively for each of the financial years. Smart metering system project financed partly by the municipality and the Department of Energy and implemented through SANEDI will receive the largest allocation of R27million, Waste water management services receives R5 million in 2015-16 followed by water projects valued at R10 million funded by the Department of Water Affairs. ICT infrastructure projects earmarked to enhance communication and integration of our financial operations from head office to satellite offices have also been included to enhance communication and improve effective customer service. Upgrade of sports facilities also received a R 4.8 million allocation as per the MIG regulations that 15% of the annual allocations be used to upgrade community sports facilities.

Please refer to Table 45 for a detailed description on SA36 on capital expenditure and projects budgeted for the 2015-16 financial year and the current MTREF.

1.7 Draft 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 2015-16 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	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousands										
Financial Performance										
Property rates	14,721	12,076	13,708	17,978	23,628	23,628	23,628	31,392	33,212	35,139
Service charges	130,114	90,135	89,764	160,302	172,415	172,415	172,415	191,677	202,794	214,556
Investment revenue	39	185	1,231	48	48	48	48	-	-	-
Transfers recognised - operational	57,208	77,521	72,470	69,092	69,092	69,092	69,092	64,841	67,054	68,703
Other own revenue	20,247	32,704	26,448	19,969	19,903	19,903	19,903	23,481	24,843	26,283
Total Revenue (excluding capital transfers and contributions)	222,328	212,621	203,622	267,389	285,086	285,086	285,086	311,390	327,903	344,681
Employee costs	66,903	75,672	99,442	91,790	94,775	94,775	94,775	100,461	106,288	112,240
Remuneration of councillors	5,503	5,692	8,419	7,899	7,899	7,899	7,899	8,399	8,886	9,402
Depreciation & asset impairment	19,891	54,763	67,509	19,350	19,350	19,350	19,350	32,500	35,750	39,325
Finance charges	4,061	8,675	11,893	361	661	661	661	838	956	1,000
Materials and bulk purchases	57,759	58,571	64,861	61,979	61,979	61,979	61,979	69,908	77,831	86,659
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	70,039	56,413	84,725	48,892	51,389	51,389	51,389	71,280	75,298	79,543
Total Expenditure	224,155	259,786	336,850	230,271	236,053	236,053	236,053	283,386	305,010	328,169
Surplus/(Deficit)	(1,827)	(47,165)	(133,228)	37,118	49,034	49,034	49,034	28,003	22,893	16,512
Transfers recognised - capital	34,474	42,150	40,019	32,926	32,926	32,926	32,926	29,172	30,215	31,779
Contributions recognised - capital & contributed assets	-	-	-	44,000	71,000	71,000	71,000	10,000	13,000	26,000
Surplus/(Deficit) after capital transfers & contributions	32,647	(5,015)	(93,209)	114,044	152,960	152,960	152,960	67,175	66,108	74,291
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	32,647	(5,015)	(93,209)	114,044	152,960	152,960	152,960	67,175	66,108	74,291
Capital expenditure & funds sources										
Capital expenditure	24,824	26,448	31,097	90,187	110,558	110,558	110,558	72,689	49,532	59,282
Transfers recognised - capital	24,824	24,074	8,621	32,296	36,396	36,396	36,396	29,172	30,215	31,779
Public contributions & donations	-	-	22,476	44,000	71,000	71,000	71,000	10,000	13,000	26,000
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	2,374	-	13,891	3,162	3,162	3,162	33,517	6,317	1,503
Total sources of capital funds	24,824	26,448	31,097	90,187	110,558	110,558	110,558	72,689	49,532	59,282
Financial position										
Total current assets	54,961	62,202	104,975	53,981	50,557	50,557	50,557	50,089	53,044	57,716
Total non current assets	1,608,097	1,095,158	1,105,842	1,248,990	1,248,990	1,248,990	1,248,990	1,311,446	1,409,005	1,441,505
Total current liabilities	74,197	97,879	257,818	84,421	84,421	84,421	84,421	98,653	103,104	107,969
Total non current liabilities	31,001	29,162	54,032	41,517	41,517	41,517	41,517	31,287	33,165	35,155
Community wealth/Equity	1,557,860	1,030,319	898,967	1,177,033	1,173,610	1,173,610	1,173,610	1,231,594	1,325,780	1,356,097
Cash flows										
Net cash from (used) operating	28,604	20,412	31,010	42,851	70,988	70,988	70,988	18,824	21,701	21,528
Net cash from (used) investing	(28,099)	(19,742)	(31,010)	(42,851)	(69,851)	(69,851)	(69,851)	(19,200)	(19,246)	(19,713)
Net cash from (used) financing	(505)	(670)	-	-	(1,137)	(1,137)	(1,137)	(2,014)	(1,914)	(1,714)
Cash/cash equivalents at the year end	3,500	4,350	3,137	5,441	-	-	-	1,709	2,250	2,350
Cash backing/surplus reconciliation										
Cash and investments available	5,870	8,600	3,327	4,366	1,942	1,942	1,942	1,959	2,522	2,647
Application of cash and investments	5,531	8,236	867	2,106	(5,513)	(5,427)	(5,332)	(1,262)	(2,582)	(4,138)
Balance - surplus (shortfall)	339	364	2,460	2,260	7,455	7,369	7,274	3,221	5,104	6,785
Asset management										
Asset register summary (WDV)	1,608,097	1,092,340	1,102,706	1,248,990	1,248,990	1,248,990	1,311,446	1,311,446	1,409,005	1,441,505
Depreciation & asset impairment	19,891	54,763	67,509	19,350	19,350	19,350	32,500	32,500	35,750	39,325
Renewal of Existing Assets	-	-	-	25,521	25,521	25,521	25,521	6,989	-	-
Repairs and Maintenance	13,716	12,698	31,097	29,079	29,079	29,079	35,639	35,639	38,142	39,650
Free services										
Cost of Free Basic Services provided	25,881	30,304	32,062	31,941	31,941	31,941	33,793	33,793	35,753	37,827
Revenue cost of free services provided	29,892	37,656	39,840	40,668	40,668	40,668	43,027	43,027	45,523	48,163
Households below minimum service level										
Water:	7	7	7	9	9	9	9	9	10	10
Sanitation/sewerage:	7	8	9	9	9	9	9	9	9	9
Energy:	1	1	1	1	1	1	1	1	1	1
Refuse:	11	12	13	13	13	13	14	14	15	16

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).

2. 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.
3. 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 will be 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.
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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue - Standard										
<i>Governance and administration</i>		86,728	100,785	129,306	149,521	155,170	155,170	123,749	132,651	150,408
Executive and council		78,293	90,729	117,724	133,810	139,459	139,459	105,232	113,756	130,417
Budget and treasury office		7,064	8,691	8,273	5,671	5,671	5,671	9,253	9,790	10,358
Corporate services		1,371	1,365	3,310	10,040	10,040	10,040	9,263	9,105	9,633
<i>Community and public safety</i>		4,808	4,657	7,316	7,045	2,225	2,225	4,029	4,262	4,510
Community and social services		224	281	274	372	372	372	371	393	416
Sport and recreation		–	–	–	–	(650)	(650)	–	–	–
Public safety		4,584	4,376	7,043	6,673	2,503	2,503	3,657	3,869	4,094
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		704	567	755	1,327	3,936	3,936	185	196	207
Planning and development		704	567	755	1,327	1,327	1,327	185	196	207
Road transport		–	–	–	–	2,609	2,609	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–
<i>Trading services</i>		130,114	92,428	96,642	152,002	193,262	193,262	191,677	202,794	214,556
Electricity		49,673	44,089	47,260	58,068	93,269	93,269	81,613	86,346	91,354
Water		61,720	28,517	23,797	61,432	61,432	61,432	68,804	72,794	77,017
Waste water management		10,789	11,655	13,078	22,327	29,036	29,036	31,068	32,870	34,777
Waste management		7,932	8,168	12,507	10,175	9,525	9,525	10,192	10,783	11,409
<i>Other</i>	4	34,448	56,332	9,621	34,420	34,420	34,420	30,922	31,215	32,779
Total Revenue - Standard	2	256,802	254,771	243,641	344,315	389,012	389,012	350,562	371,118	402,460
Expenditure - Standard										
<i>Governance and administration</i>		90,298	77,936	108,278	63,808	72,960	72,960	80,407	87,071	96,121
Executive and council		19,584	21,413	30,661	26,038	23,985	23,985	24,024	26,417	29,949
Budget and treasury office		50,499	36,374	43,595	17,131	25,691	25,691	34,374	37,368	40,535
Corporate services		20,215	20,149	34,022	20,639	23,283	23,283	22,010	23,286	25,637
<i>Community and public safety</i>		14,243	16,872	26,343	28,686	28,639	28,639	23,744	26,121	28,636
Community and social services		2,461	2,809	6,446	6,782	5,443	5,443	2,396	2,535	2,682
Sport and recreation		3,732	5,290	10,087	7,923	5,784	5,784	4,310	4,560	5,824
Public safety		8,050	8,773	9,811	13,981	17,412	17,412	17,037	19,026	20,129
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		29,995	53,327	66,611	36,577	28,122	28,122	35,667	39,923	42,707
Planning and development		5,057	4,519	5,411	9,044	5,855	5,855	6,719	9,109	9,637
Road transport		24,938	48,808	60,811	27,534	22,368	22,368	28,561	30,405	32,637
Environmental protection		–	–	388	–	(100)	(100)	387	409	433
<i>Trading services</i>		89,619	111,651	135,619	101,200	106,332	106,332	143,568	151,895	160,705
Electricity		44,643	58,743	68,418	48,667	50,868	50,868	67,102	70,994	75,112
Water		30,052	30,234	39,622	35,119	36,190	36,190	59,017	62,440	66,062
Waste water management		5,580	9,002	18,566	10,161	10,934	10,934	9,340	9,882	10,455
Waste management		9,344	13,671	9,012	7,253	8,339	8,339	8,109	8,579	9,077
<i>Other</i>	4	–	–	–	–	–	–	–	–	–
Total Expenditure - Standard	3	224,155	259,786	336,850	230,271	236,053	236,053	283,386	305,010	328,169
Surplus/(Deficit) for the year		32,647	(5,015)	(93,209)	114,044	152,960	152,960	67,175	66,108	74,291

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 enable 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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand										
Revenue by Vote	1									
Vote 1 - Executive & council		77,039	90,729	117,724	133,810	139,459	139,459	105,232	113,756	130,417
Vote 2 - 200 Municipal Manager		—	—	—	—	—	—	—	—	—
Vote 3 - 300 Budget & Treasury		5,237	8,691	8,273	5,671	5,671	5,671	9,253	9,790	10,358
Vote 4 - 400 Corporate Services		883	1,365	3,310	10,040	10,040	10,040	9,263	9,105	9,633
Vote 5 - 500 Planning and Economic Development		704	567	755	1,327	1,327	1,327	185	196	207
Vote 6 - 600 Community Services		7,727	8,449	19,823	10,547	10,009	10,009	14,221	15,045	15,918
Vote 7 - 700 Technical Services		160,630	140,593	93,757	176,247	220,116	220,116	212,407	223,226	235,927
Vote 8 - Public Safety and Protection Services 800		4,584	4,376	—	6,673	2,391	2,391	—	—	—
Vote 9 - [NAME OF VOTE 9]		—	—	—	—	—	—	—	—	—
Vote 10 - [NAME OF VOTE 10]		—	—	—	—	—	—	—	—	—
Vote 11 - [NAME OF VOTE 11]		—	—	—	—	—	—	—	—	—
Vote 12 - [NAME OF VOTE 12]		—	—	—	—	—	—	—	—	—
Vote 13 - [NAME OF VOTE 13]		—	—	—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—
Total Revenue by Vote	2	256,802	254,771	243,641	344,315	389,012	389,012	350,562	371,118	402,460
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive & council		15,446	15,576	19,499	13,286	14,138	14,138	17,448	18,460	20,531
Vote 2 - 200 Municipal Manager		4,138	5,837	11,162	12,752	9,847	9,847	6,575	7,957	9,418
Vote 3 - 300 Budget & Treasury		50,499	36,374	43,595	17,131	21,409	21,409	34,374	37,368	40,535
Vote 4 - 400 Corporate Services		30,660	20,149	34,022	20,639	23,283	23,283	22,010	23,286	25,637
Vote 5 - 500 Planning and Economic Development		5,398	4,519	5,799	8,044	4,755	4,755	7,106	9,518	10,070
Vote 6 - 600 Community Services		13,537	21,770	35,355	21,958	22,997	22,997	31,852	34,700	37,712
Vote 7 - 700 Technical Services		96,427	146,788	187,418	125,766	124,646	124,646	164,020	173,721	184,266
Vote 8 - Public Safety and Protection Services 800		8,050	8,773	—	10,696	14,978	14,978	—	—	—
Vote 9 - [NAME OF VOTE 9]		—	—	—	—	—	—	—	—	—
Vote 10 - [NAME OF VOTE 10]		—	—	—	—	—	—	—	—	—
Vote 11 - [NAME OF VOTE 11]		—	—	—	—	—	—	—	—	—
Vote 12 - [NAME OF VOTE 12]		—	—	—	—	—	—	—	—	—
Vote 13 - [NAME OF VOTE 13]		—	—	—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—
Total Expenditure by Vote	2	224,155	259,786	336,850	230,271	236,053	236,053	283,386	305,010	328,169
Surplus/(Deficit) for the year	2	32,647	(5,015)	(93,209)	114,044	152,960	152,960	67,175	66,108	74,291

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	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 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 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue By Source											
Property rates	2	14,721	12,076	13,708	17,978	23,628	23,628	23,628	31,392	33,212	35,139
Property rates - penalties & collection charges		0	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	49,673	43,622	47,195	66,368	72,422	72,422	72,422	81,613	86,346	91,354
Service charges - water revenue	2	61,720	26,712	20,952	61,432	61,432	61,432	61,432	68,804	72,794	77,017
Service charges - sanitation revenue	2	10,789	11,649	13,001	22,327	29,036	29,036	29,036	31,068	32,870	34,777
Service charges - refuse revenue	2	7,932	8,152	8,615	10,175	9,525	9,525	9,525	10,192	10,783	11,409
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		256	521	381	1,152	1,152	1,152	1,152	1,219	1,290	1,364
Interest earned - external investments		39	185	1,231	48	48	48	48	-	-	-
Interest earned - outstanding debtors		4,678	8,199	7,252	4,801	4,801	4,801	4,801	6,250	6,613	6,996
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines		862	1,078	1,002	672	855	855	855	904	957	1,012
Licences and permits		2,397	1,486	1,425	2,472	1,993	1,993	1,993	3,149	3,331	3,525
Agency services		540	723	-	2,000	2,000	2,000	2,000	2,653	2,807	2,970
Transfers recognised - operational		57,208	77,521	72,470	69,092	69,092	69,092	69,092	64,841	67,054	68,703
Other revenue	2	11,498	20,468	14,222	8,872	9,103	9,103	9,103	9,305	9,845	10,416
Gains on disposal of PPE		16	228	2,167	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		222,328	212,621	203,622	267,389	285,086	285,086	285,086	311,390	327,903	344,681
Expenditure By Type											
Employee related costs	2	66,903	75,672	99,442	91,790	94,775	94,775	94,775	100,461	106,288	112,240
Remuneration of councillors		5,503	5,692	8,419	7,899	7,899	7,899	7,899	8,399	8,886	9,402
Debt impairment	3	3,320	6,979	12,632	2,100	2,100	2,100	2,100	14,530	15,257	16,019
Depreciation & asset impairment	2	19,891	54,763	67,509	19,350	19,350	19,350	19,350	32,500	35,750	39,325
Finance charges	2	4,061	8,675	11,893	361	661	661	661	838	956	1,000
Bulk purchases	2	57,759	58,571	64,861	61,979	61,979	61,979	61,979	69,908	77,831	86,659
Other materials	8	-	-	-	-	-	-	-	-	-	-
Contracted services		24,439	10,403	5,349	5,559	3,159	3,159	3,159	3,830	4,052	4,287
Transfers and grants		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	42,280	39,031	66,744	41,233	46,130	46,130	46,130	52,920	55,990	59,237
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Expenditure		224,155	259,786	336,850	230,271	236,053	236,053	236,053	283,386	305,010	328,169
Surplus/(Deficit)		(1,827)	(47,165)	(133,228)	37,118	49,034	49,034	49,034	28,003	22,893	16,512
Transfers recognised - capital	6	34,474	42,150	40,019	32,926	32,926	32,926	32,926	29,172	30,215	31,779
Contributions recognised - capital		-	-	-	44,000	44,000	44,000	44,000	-	-	-
Contributed assets		-	-	-	-	27,000	27,000	27,000	10,000	13,000	26,000
Surplus/(Deficit) after capital transfers & contributions		32,647	(5,015)	(93,209)	114,044	152,960	152,960	152,960	67,175	66,108	74,291
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		32,647	(5,015)	(93,209)	114,044	152,960	152,960	152,960	67,175	66,108	74,291
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		32,647	(5,015)	(93,209)	114,044	152,960	152,960	152,960	67,175	66,108	74,291
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		32,647	(5,015)	(93,209)	114,044	152,960	152,960	152,960	67,175	66,108	74,291

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

1. Total operating revenue is R311 million in 2015-16 and escalates to R327 million by 2016-17. This represents a year-on-year increase of 6% from the 2015-16 financial year to the 2016-17 financial year.
2. Revenue forecasted to be generated from property rates is R31 million in the 2015-16 financial year and increases to R33 million by 2016-17 which represents 6% of the operating revenue base off the municipality and therefore remains a significant funding source for the municipality.
3. 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 2015-16 financial year and increasing to R216 million by 2016-17. For the 2016-17 financial year services charges amount to 76% of the total revenue base and grows by 2% per annum over the medium-term
4. 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 21% over the MTREF.

5. 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 R thousand	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital expenditure - Vote										
Multi-year expenditure to be appropriated										
Vote 1 - Executive & council	34	-	-	-	-	-	-	-	-	-
Vote 2 - 200 Municipal Manager	-	-	-	-	-	-	-	-	-	-
Vote 3 - 300 Budget & Treasury	29	-	-	2,500	27,000	27,000	27,000	-	-	-
Vote 4 - 400 Corporate Services	1,602	2,374	9,354	3,700	4,140	4,140	4,140	5,750	6,250	7,500
Vote 5 - 500 Planning and Economic Development	-	-	-	-	-	-	-	-	-	-
Vote 6 - 600 Community Services	204	209	-	7,344	4,844	4,844	4,844	9,689	4,532	4,532
Vote 7 - 700 Technical Services	22,955	23,865	21,743	73,283	60,400	60,400	60,400	55,000	38,000	46,000
Vote 8 - Public Safety and Protection Services 800	-	-	-	3,360	1,175	1,175	1,175	2,250	750	1,250
Capital multi-year expenditure sub-total	24,824	26,448	31,097	90,187	97,559	97,559	97,559	72,689	49,532	59,282
Capital single-year expenditure sub-total	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote	24,824	26,448	31,097	90,187	97,559	97,559	97,559	72,689	49,532	59,282
Capital Expenditure - Standard										
Governance and administration	1,665	2,374	9,354	6,200	31,140	31,140	31,140	5,750	6,250	7,500
Executive and council	34	-	-	-	-	-	-	-	-	-
Budget and treasury office	29	-	-	2,500	27,000	27,000	27,000	-	-	-
Corporate services	1,602	2,374	9,354	3,700	4,140	4,140	4,140	5,750	6,250	7,500
Community and public safety	204	209	-	10,204	5,704	5,704	5,704	6,739	5,282	5,782
Community and social services	197	209	-	2,500	-	-	-	-	-	-
Sport and recreation	-	-	-	4,844	4,844	4,844	4,844	4,489	4,532	4,532
Public safety	7	-	-	2,860	860	860	860	2,250	750	1,250
Housing	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-
Economic and environmental services	9,888	6,944	1,864	4,581	13,000	13,000	13,000	18,000	15,000	10,000
Planning and development	-	-	-	-	-	-	-	-	-	-
Road transport	9,888	6,944	1,864	4,581	13,000	13,000	13,000	18,000	15,000	10,000
Environmental protection	-	-	-	-	-	-	-	-	-	-
Trading services	13,067	16,921	19,879	68,702	60,214	60,214	60,214	42,200	23,000	36,000
Electricity	1,621	1,623	-	1,800	-	-	-	27,000	5,000	4,800
Water	-	-	449	43,815	47,214	47,214	47,214	10,000	13,000	26,000
Waste water management	11,446	15,298	19,430	23,087	13,000	13,000	13,000	5,200	5,000	5,200
Waste management	-	(0)	-	-	-	-	-	-	-	-
Other	-	-	-	500	500	500	500	-	-	-
Total Capital Expenditure - Standard	24,824	26,448	31,097	90,187	110,558	110,558	110,558	72,689	49,532	59,282
Funded by:										
National Government	24,824	24,074	8,621	32,296	36,396	36,396	36,396	29,172	30,215	31,779
Provincial Government	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	24,824	24,074	8,621	32,296	36,396	36,396	36,396	29,172	30,215	31,779
Public contributions & donations	-	-	22,476	44,000	71,000	71,000	71,000	10,000	13,000	26,000
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	2,374	-	13,891	3,162	3,162	3,162	33,517	6,317	1,503
Total Capital Funding	24,824	26,448	31,097	90,187	110,558	110,558	110,558	72,689	49,532	59,282

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 2015-16, capital transfers totals R29 million and maintains at R30 million by 2016-17. Kumba iron ore has committed R20 million to the upgrade of pump stations phase 2. Anglo American Platinum mine committed to finance the Thabazimbi upgrading g of pump station phase 3 during 2014/15 financial years amounting to R24 million, these projects are ongoing and will continue during the 2015/16 financial year.

Table 18 MBRR Table A6- Budgeted Financial Position

Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
ASSETS										
Current assets										
Cash	3,106	5,628	3,156	1,741	1,741	1,741	1,741	1,709	2,250	2,350
Call investment deposits	2,764	2,972	172	2,625	201	201	201	250	272	297
Consumer debtors	46,104	50,462	71,781	46,258	46,258	46,258	46,258	46,351	50,522	55,069
Other debtors	–	1,342	–	–	–	–	–	–	–	–
Current portion of long-term receivables	–	–	27,222	–	–	–	–	–	–	–
Inventory	2,987	1,798	2,645	3,357	2,357	2,357	2,357	1,780	–	–
Total current assets	54,961	62,202	104,975	53,981	50,557	50,557	50,557	50,089	53,044	57,716
Non current assets										
Long-term receivables	–	–	–	–	–	–	–	–	–	–
Investments	–	–	–	–	–	–	–	–	–	–
Investment property	–	4,479	–	–	–	–	–	–	–	–
Investment in Associate	–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	1,606,421	1,085,957	1,101,827	1,248,990	1,248,990	1,248,990	1,248,990	1,311,446	1,409,005	1,441,505
Agricultural	–	–	–	–	–	–	–	–	–	–
Biological	382	610	880	–	–	–	–	–	–	–
Intangible	1,294	1,294	–	–	–	–	–	–	–	–
Other non-current assets	–	2,819	3,136	–	–	–	–	–	–	–
Total non current assets	1,608,097	1,095,158	1,105,842	1,248,990	1,248,990	1,248,990	1,248,990	1,311,446	1,409,005	1,441,505
TOTAL ASSETS	1,663,058	1,157,361	1,210,817	1,302,971	1,299,547	1,299,547	1,299,547	1,361,535	1,462,049	1,499,220
LIABILITIES										
Current liabilities										
Bank overdraft	–	–	–	–	–	–	–	–	–	–
Borrowing	2,030	2,377	2,818	2,115	2,115	2,115	2,115	9,350	9,911	10,506
Consumer deposits	3,233	3,233	3,563	3,348	3,348	3,348	3,348	3,824	3,824	3,824
Trade and other payables	56,250	78,319	240,410	34,500	34,500	34,500	34,500	37,950	41,745	45,920
Provisions	12,684	13,950	11,027	44,458	44,458	44,458	44,458	47,529	47,624	47,720
Total current liabilities	74,197	97,879	257,818	84,421	84,421	84,421	84,421	98,653	103,104	107,969
Non current liabilities										
Borrowing	6,499	4,121	8,606	5,256	5,256	5,256	5,256	4,783	5,070	5,374
Provisions	24,502	25,041	45,426	36,261	36,261	36,261	36,261	26,505	28,095	29,781
Total non current liabilities	31,001	29,162	54,032	41,517	41,517	41,517	41,517	31,287	33,165	35,155
TOTAL LIABILITIES	105,198	127,041	311,850	125,938	125,938	125,938	125,938	129,941	136,269	143,123
NET ASSETS	1,557,860	1,030,319	898,967	1,177,033	1,173,610	1,173,610	1,173,610	1,231,594	1,325,780	1,356,097
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)	1,557,860	1,030,319	898,967	1,177,033	1,173,610	1,173,610	1,173,610	1,231,594	1,325,780	1,356,097
Reserves	–	–	–	–	–	–	–	–	–	–
Minorities' interests	–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	1,557,860	1,030,319	898,967	1,177,033	1,173,610	1,173,610	1,173,610	1,231,594	1,325,780	1,356,097

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	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand												
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates, penalties & collection charges			14,250	16,750	18,500	22,331	22,331	22,331	22,331	28,252	31,078	34,185
Service charges			107,892	71,302	76,943	125,945	163,418	162,816	162,155	172,509	189,760	208,736
Other revenue			3,750	2,685	1,640	1,804	1,984	2,183	2,401	9,147	10,061	11,068
Government - operating		1	57,208	77,521	72,470	69,092	69,092	69,092	69,092	64,841	62,054	62,054
Government - capital		1	34,474	29,490	27,250	32,926	32,926	32,926	32,926	29,172	30,215	31,779
Interest			1,250	1,375	1,513	3,664	4,030	4,433	4,876	5,625	6,613	6,996
Dividends										-	-	-
Payments												
Suppliers and employees			(186,159)	(174,670)	(155,412)	(212,550)	(222,432)	(222,432)	(222,432)	(290,284)	(307,616)	(332,798)
Finance charges			(4,061)	(4,041)	(11,893)	(361)	(361)	(361)	(361)	(438)	(464)	(492)
Transfers and Grants		1		-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES			28,604	20,412	31,010	42,851	70,988	70,988	70,988	18,824	21,701	21,528
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE			677	180	300	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors			(5,950)	310	(213)	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables			-	-	-	2,400	2,400	2,400	2,400	9,972	10,969	12,066
Decrease (increase) in non-current investments			-	-	-	-	-	-	-	-	-	-
Payments												
Capital assets			(22,826)	(20,232)	(31,097)	(45,251)	(72,251)	(72,251)	(72,251)	(29,172)	(30,215)	(31,779)
NET CASH FROM/(USED) INVESTING ACTIVITIES			(28,099)	(19,742)	(31,010)	(42,851)	(69,851)	(69,851)	(69,851)	(19,200)	(19,246)	(19,713)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans			-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing			-	498	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits			(54)	128	-	-	-	-	-	-	-	-
Payments												
Repayment of borrowing			(451)	(1,297)	-	-	(1,137)	(1,137)	(1,137)	(2,014)	(1,914)	(1,714)
NET CASH FROM/(USED) FINANCING ACTIVITIES			(505)	(670)	-	-	(1,137)	(1,137)	(1,137)	(2,014)	(1,914)	(1,714)
NET INCREASE/ (DECREASE) IN CASH HELD			-	0	-	(0)	-	-	-	(2,391)	541	100
Cash/cash equivalents at the year begin:		2	3,500	4,350	3,137	5,441	1,940	1,940	1,940	4,100	1,709	2,250
Cash/cash equivalents at the year end:		2	3,500	4,350	3,137	5,441	1,940	1,940	1,940	1,709	2,250	2,350

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 2015/2016 MTREF provides the necessary balance needed to continue to forge ahead improving service delivery and service our long un-serviced financial obligations 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 2015-16 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 2015/2016 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	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Cash and investments available											
Cash/cash equivalents at the year end	1	3,500	4,350	3,137	5,441	1,940	1,940	1,940	1,709	2,250	2,350
Other current investments > 90 days		2,370	4,250	190	(1,075)	2	2	2	249	272	296
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		5,870	8,600	3,327	4,366	1,942	1,942	1,942	1,959	2,522	2,647
Application of cash and investments											
Unspent conditional transfers		–	–	–	–	–	–	–	–	–	–
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2										
Other working capital requirements	3	21,087	43,419	185,863	(519)	(5,714)	(5,628)	(5,533)	(1,512)	(2,976)	(4,762)
Other provisions		(18,320)	(38,320)	(188,320)							
Long term investments committed	4	2,764	3,137	3,324	2,625	201	201	201	250	394	623
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		5,531	8,236	867	2,106	(5,513)	(5,427)	(5,332)	(1,262)	(2,582)	(4,138)
Surplus(shortfall)		339	364	2,460	2,260	7,455	7,369	7,274	3,221	5,104	6,785

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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand										
CAPITAL EXPENDITURE										
<u>Total New Assets</u>	1	24,824	26,448	31,097	64,666	72,038	72,038	65,700	49,532	59,282
Infrastructure - Road transport		7,381	–	1,864	–	–	–	18,000	15,000	10,000
Infrastructure - Electricity		–	1,623	449	–	–	–	27,000	5,000	4,800
Infrastructure - Water		–	–	–	40,436	40,436	40,436	10,000	13,000	26,000
Infrastructure - Sanitation		16,800	15,298	19,430	13,885	21,258	21,258	5,200	5,000	5,200
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		24,181	16,921	21,743	54,321	61,694	61,694	60,200	38,000	46,000
Community		–	–	–	6,044	6,044	6,044	1,800	750	1,250
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	643	9,527	9,354	4,301	4,300	4,300	3,700	10,782	12,032
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
<u>Total Renewal of Existing Assets</u>	2	–	–	–	25,521	25,521	25,521	6,989	–	–
Infrastructure - Road transport		–	–	–	3,500	3,500	3,500	–	–	–
Infrastructure - Electricity		–	–	–	1,800	1,800	1,800	–	–	–
Infrastructure - Water		–	–	–	2,825	2,825	2,825	–	–	–
Infrastructure - Sanitation		–	–	–	14,196	14,196	14,196	–	–	–
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	22,321	22,321	22,321	–	–	–
Community		–	–	–	–	–	–	4,489	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	–	–	–	3,200	3,200	3,200	2,500	–	–
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
<u>Total Capital Expenditure</u>	4	–	–	–	–	–	–	–	–	–
Infrastructure - Road transport		7,381	–	1,864	3,500	3,500	3,500	18,000	15,000	10,000
Infrastructure - Electricity		–	1,623	449	1,800	1,800	1,800	27,000	5,000	4,800
Infrastructure - Water		–	–	–	43,261	43,261	43,261	10,000	13,000	26,000
Infrastructure - Sanitation		16,800	15,298	19,430	28,082	35,454	35,454	5,200	5,000	5,200
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		24,181	16,921	21,743	76,642	84,015	84,015	60,200	38,000	46,000
Community		–	–	–	6,044	6,044	6,044	6,289	750	1,250
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	643	9,527	9,354	7,501	7,500	7,500	6,200	10,782	12,032
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class	2	24,824	26,448	31,097	90,187	97,559	97,559	72,689	49,532	59,282
ASSET REGISTER SUMMARY - PPE (WDV)										
Infrastructure - Road transport	5	817,392	1,556	403,395	393,230	393,230	393,230	667,345	667,345	667,345
Infrastructure - Electricity		169,453	97,192	172,453	86,933	86,933	86,933	145,601	145,892	145,892
Infrastructure - Water		306,731	171,051	308,731	591,618	591,618	591,618	229,199	229,199	229,199
Infrastructure - Sanitation		172,474	98,174	211,418	169,385	177,209	177,209	125,794	125,794	125,794
Infrastructure - Other		–	694,939	–	–	–	–	–	–	–
Infrastructure		1,466,049	1,062,912	1,095,997	1,241,166	1,248,990	1,248,990	1,167,938	1,168,230	1,168,230
Community		140,371	23,045	5,830	7,824	–	–	143,507	240,775	273,275
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	4,479	–	–	–	–	–	–	–
Other assets		–	–	–	–	–	–	–	–	–
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		382	610	880	–	–	–	–	–	–
Intangibles		1,294	1,294	–	–	–	–	–	–	–
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	1,608,097	1,092,340	1,102,706	1,248,990	1,248,990	1,248,990	1,311,446	1,409,005	1,441,505
EXPENDITURE OTHER ITEMS										
<u>Depreciation & asset impairment</u>		19,891	54,763	67,509	19,350	19,350	19,350	32,500	35,750	39,325
<u>Repairs and Maintenance by Asset Class</u>		13,716	12,698	31,097	29,079	29,079	29,079	35,639	38,142	39,650
Infrastructure - Road transport		1,838	3,602	1,864	7,852	7,852	7,852	8,292	8,773	9,282
Infrastructure - Electricity		6,421	1,099	–	9,091	9,091	9,091	9,600	10,157	10,746
Infrastructure - Water		2,843	2,979	449	4,872	4,872	4,872	5,144	5,443	5,759
Infrastructure - Sanitation		900	1,949	19,430	4,012	4,012	4,012	4,237	4,482	4,742
Infrastructure - Other		–	–	–	–	–	–	222	235	249
Infrastructure		12,002	9,629	21,743	25,827	25,827	25,827	27,495	29,090	30,777
Community		1,697	461	–	3,253	3,253	3,253	3,535	3,740	3,957
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6, 7	17	2,608	9,354	–	–	–	4,609	5,312	4,916
TOTAL EXPENDITURE OTHER ITEMS		33,607	67,460	98,606	48,429	48,429	48,429	68,139	73,892	78,975

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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Household service targets	1									
Water:										
Piped water inside dwelling		9,679	11,393	12,054	11,973	11,973	11,973	12,667	13,402	14,179
Piped water inside yard (but not in dwelling)		2,301	2,709	2,866	3,069	3,069	3,069	3,247	3,435	3,635
Using public tap (at least min.service level)	2	989	1,164	1,232	1,300	1,300	1,300	1,375	1,455	1,540
Other water supply (at least min.service level)	4	161	189	200	206	206	206	218	231	244
Minimum Service Level and Above sub-total		13,130	15,455	16,351	16,548	16,548	16,548	17,508	18,523	19,598
Using public tap (< min.service level)	3	7,078	7,078	7,078	8,431	8,431	8,431	8,920	9,437	9,985
Other water supply (< min.service level)	4	72	72	72	101	101	101	107	113	120
No water supply										
Below Minimum Service Level sub-total		7,150	7,150	7,150	8,532	8,532	8,532	9,027	9,550	10,104
Total number of households	5	20,280	22,605	23,501	25,080	25,080	25,080	26,535	28,074	29,702
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		9,679	11,393	12,054	11,970	11,970	11,970	12,664	13,399	14,176
Flush toilet (with septic tank)		2,301	2,709	2,866	2,846	2,846	2,846	3,011	3,186	3,370
Chemical toilet		–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)		989	1,164	1,232	1,222	1,222	1,222	1,293	1,368	1,447
Other toilet provisions (> min.service level)		161	189	200	189	189	189	200	212	224
Minimum Service Level and Above sub-total		13,130	15,455	16,352	16,227	16,227	16,227	17,168	18,164	19,217
Bucket toilet		72	85	90	89	89	89	89	89	89
Other toilet provisions (< min.service level)		3,623	4,265	4,512	4,283	4,283	4,283	4,283	4,283	4,283
No toilet provisions		3,454	4,066	4,302	4,481	4,481	4,481	4,481	4,481	4,481
Below Minimum Service Level sub-total		7,150	8,416	8,904	8,853	8,853	8,853	8,853	8,853	8,853
Total number of households	5	20,280	23,871	25,256	25,080	25,080	25,080	26,021	27,017	28,070
Energy:										
Electricity (at least min.service level)		9,679	11,393	12,054	11,970	11,970	11,970	12,664	13,399	14,176
Electricity - prepaid (min.service level)		9,821	11,560	12,230	12,145	12,145	12,145	12,849	13,595	14,383
Minimum Service Level and Above sub-total		19,500	22,953	24,284	24,115	24,115	24,115	25,514	26,993	28,559
Electricity (< min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		780	918	971	965	965	965	1,021	1,080	1,143
Below Minimum Service Level sub-total		780	918	971	965	965	965	1,021	1,080	1,143
Total number of households	5	20,280	23,871	25,256	25,080	25,080	25,080	26,535	28,074	29,702
Refuse:										
Removed at least once a week		9,679	11,393	12,054	11,970	11,970	11,970	12,664	13,399	14,176
Minimum Service Level and Above sub-total		9,679	11,393	12,054	11,970	11,970	11,970	12,664	13,399	14,176
Removed less frequently than once a week		2,690	3,166	3,350	3,326	3,326	3,326	3,519	3,723	3,939
Using communal refuse dump		468	551	583	579	579	579	613	648	686
Using own refuse dump		5,549	6,532	6,911	6,867	6,867	6,867	7,265	7,687	8,132
Other rubbish disposal		–	–	–	–	–	–	–	–	–
No rubbish disposal		1,894	2,229	2,358	2,341	2,341	2,341	2,477	2,620	2,772
Below Minimum Service Level sub-total		10,601	12,478	13,202	13,113	13,113	13,113	13,874	14,778	15,530
Total number of households	5	20,280	23,871	25,256	25,083	25,083	25,083	26,538	28,077	29,705
Households receiving Free Basic Service	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 minimum 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
Cost of Free Basic Services provided (R'000)	8									
Water (6 kilolitres per household per month)		3,195	3,741	3,958	3,943	3,943	3,943	4,172	4,414	4,670
Sanitation (free sanitation service)		9,655	11,305	11,961	11,916	11,916	11,916	12,607	13,338	14,111
Electricity/other energy (50kwh per household per month)		4,344	5,086	5,381	5,361	5,361	5,361	5,672	6,001	6,349
Refuse (removed once a week)		8,687	10,172	10,762	10,721	10,721	10,721	11,343	12,001	12,697
Total cost of FBS provided (minimum social package)		25,881	30,304	32,062	31,941	31,941	31,941	33,793	35,753	37,827
Highest level of free service provided										
Property rates (R value threshold)		3,730	4,698	4,970	5,074	5,074	5,074	5,368	5,680	6,009
Water (kilolitres per household per month)		6	6	6	6	6	6	6	7	7
Sanitation (kilolitres per household per month)		249	314	332	339	339	339	359	379	401
Sanitation (Rand per household per month)		234,096	294,894	311,998	318,485	318,485	318,485	336,957	356,501	377,178
Electricity (kwh per household per month)		50	50	53	50	50	50	53	56	59
Refuse (average litres per week)		12,728	18,530	19,605	20,782	20,782	20,782	21,987	23,263	24,612
Revenue cost of free services provided (R'000)	9									
Property rates (R15 000 threshold rebate)		2,009	2,530	2,677	2,733	2,733	2,733	2,891	3,059	3,236
Property rates (other exemptions, reductions and rebates)		1,722	2,169	2,295	2,342	2,342	2,342	2,478	2,622	2,774
Water		8,200	9,550	10,104	10,074	10,074	10,074	10,659	11,277	11,931
Sanitation		2,341	2,949	3,120	3,185	3,185	3,185	3,370	3,565	3,772
Electricity/other energy		7,680	8,895	9,411	9,367	9,367	9,367	9,910	10,485	11,093
Refuse		7,942	11,563	12,234	12,968	12,968	12,968	13,720	14,516	15,358
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of free services provided (total social package)	6	29,892	37,656	39,840	40,668	40,668	40,668	43,027	45,523	48,163

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 2015-16, and therefore entitled to receiving Free Basic Services.
3. It is anticipated that these Free Basic Services will cost the municipality R33 million in 2015-16, increasing to R35million in 2016-17. 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 2014) 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 2014. Key dates applicable to the process were:

- **August 2014** – 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 2015-16 planning process.
- **November 2014** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **January 2015** – Multi-year budget proposals are submitted to the Executive Committee for endorsement;
- **January 2015** – Council considers the 2014/15 Mid-year Review
- **February 2015** – Council considers the 2014/15 Mid-year Review. Recommendations of the Executive Committee are communicated to the Budget Steering Committee, and on to the respective departments;
- **March 2015** – The Draft IDP and Budget for 2015-16 MTREF is to be revised accordingly.

- **March 2015** - Tabling in Council of the Draft 2015/2016 IDP and Budget for public consultation;
- **April 2015** – Public consultation;
- **May 2015** – Closing date for written comments;
- **May 2015** – Draft the 2015-16 IDP and 2016-17 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 2015** – Tabling of the 2015-16 MTREF before Council for consideration and approval.

2.1.2 IDP and Service Delivery and Budget Implementation Plan

This is the fourth review of the IDP as adopted by the new Council that was elected in May 2011. It started in September 2014 after the tabling of the IDP Process Plan and the Budget Time Schedule for the 2015-16 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 2015-16 MTREF, based on the approved 2014/15 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 2015-16 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 2014/15 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 2015-16 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 2015-16 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 2014/15 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 2015-16 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 Councillors were utilised to facilitate the community consultation process during November 2014, and included a briefing sessions in Thabazimbi Ward 2, Regorogile, Northam, Rooiberg.

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 2015-16 MTREF and further planning refinements that have directly informed the compilation of the budget:

Table 23 IDP Strategic Objectives

2014/15 Financial Year	2015-16 MTREF
1. Attract, develop and retain human capital	Promote the well-being of all communities
2. Effective communication	Ensure economic growth
3. Forward 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
- Human Settlements
- Electricity
- Waste Management Health and environment
- Transport Roads and Storm water
- Community participation and communication
- Institutional development and financial viability
- Local and Economic Development
- Disaster management
- Social development
- Safety and Security
- 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 2015-16 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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand									
Promote the well being of all communities	35,828	—	—	66,828	69,584	69,584	61,578	62,953	66,604
Ensure economic growth	868	1,325	3,526	9,868	5,325	5,325	868	918	972
Enhance financial and accountability	5,447	8,456	12,542	5,447	8,456	8,456	5,447	5,763	6,097
Resource management and infrastructure and for services for access and mobility	115,536	164,766	135,777	120,536	180,766	180,766	148,978	160,039	181,567
Forward planning	—	—	—	21,511	11,657	11,657	34,566	36,571	38,692
Promote community involvement	85,313	65,214	67,884	95,313	90,214	90,214	85,313	90,261	93,068
Ensure effective communication	—	—	—	—	—	—	—	—	—
Develop & implement integrated management and governance systems	853	1,420	5,456	6,853	1,420	1,420	853	902	955
Attract, develop and retain human capital	12,959	13,589	18,456	18,959	21,589	21,589	12,959	13,711	14,506
Allocations to other priorities									
Total Revenue (excluding capital transfers and contributions)	256,804	254,771	243,641	344,315	389,012	389,012	350,562	371,118	402,460

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

Strategic Objective	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand									
Promote the well being of all communities	37,014	71,512	98,546	43,130	59,959	59,959	63,589	70,277	74,353
Ensure economic growth	5,084	9,548	15,214	5,084	9,448	9,448	5,125	5,422	9,736
Enhance financial and accountability	28,218	30,245	39,542	28,218	27,845	27,845	48,325	51,128	54,093
Resource management and infrastructure and for services for access and mobility	97,300	96,584	107,475	97,300	95,246	95,246	102,627	108,580	114,877
Forward planning	703	1,457	3,540	703	2,154	2,154	702	743	2,255
Promote community involvement	32,959	15,449	22,254	32,959	14,529	14,529	35,952	38,037	40,243
Ensure effective communication	450	10,255	15,485	450	9,856	9,856	459	486	514
Develop & implement integrated management and governance systems	17,468	13,860	18,985	17,468	8,475	8,475	19,251	22,555	23,863
Attract, develop and retain human capital	4,959	10,875	15,809	4,959	8,541	8,541	7,356	7,782	8,234
Allocations to other priorities									
Total Expenditure	224,155	259,786	336,850	230,271	236,053	236,053	283,386	305,010	328,169

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:

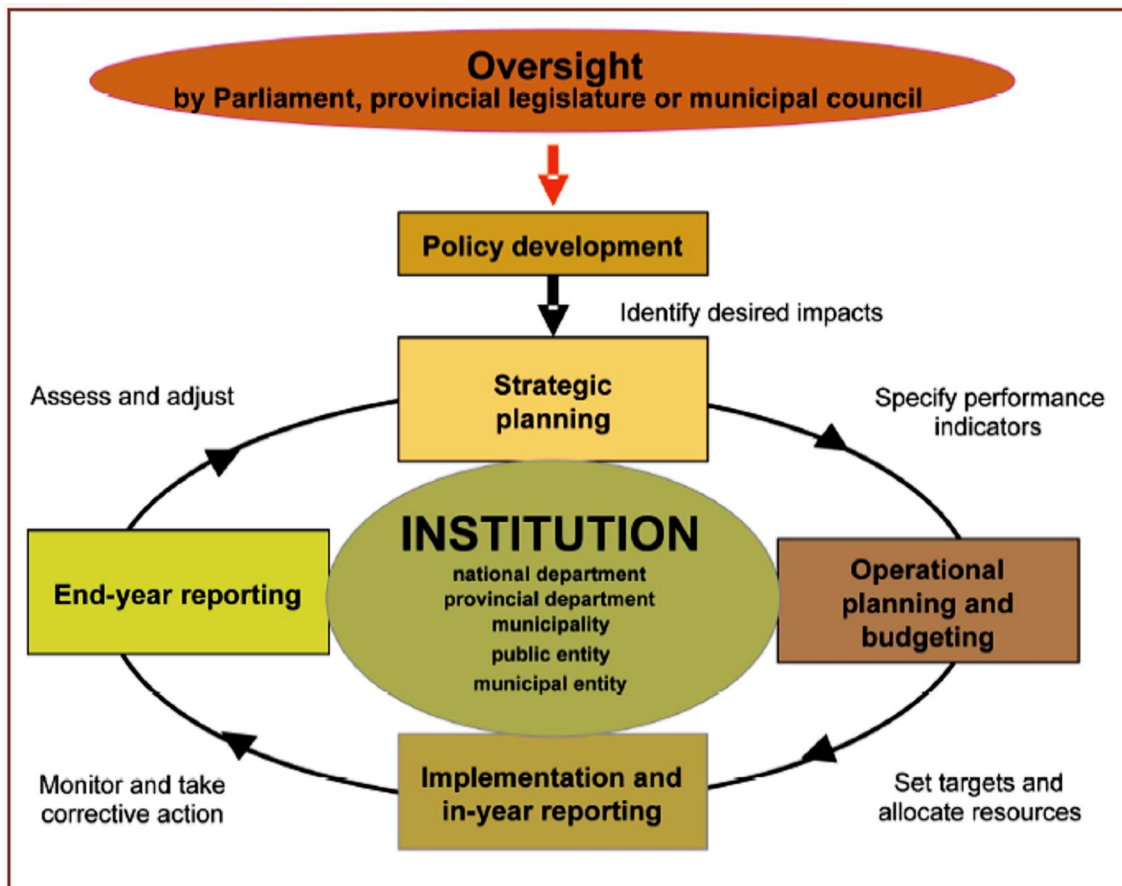


Figure 1 Planning, Budgeting and reporting cycle

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

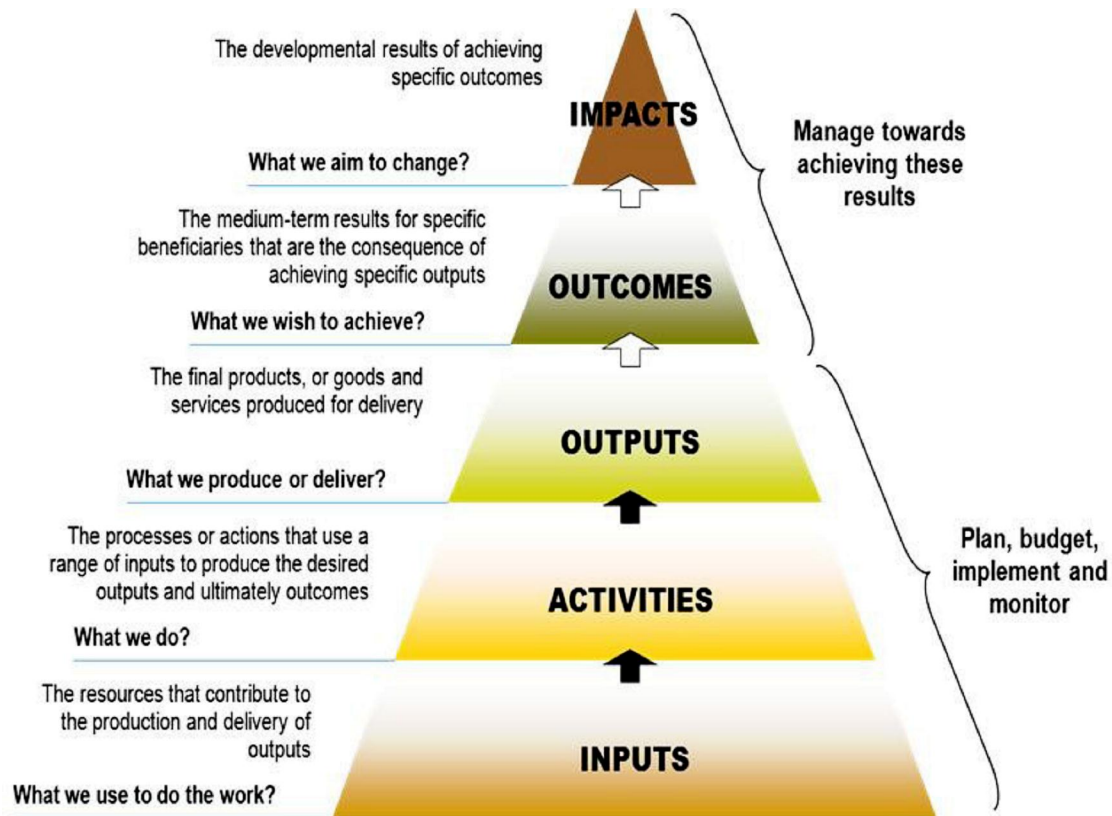


Figure 2 Definition of performance information concepts

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 2015-16 MTREF.

Table 26 MBRR Table SA8 – Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<u>Borrowing Management</u>											
Credit Rating	Interest & Principal Paid /Operating Expenditure										
Capital Charges to Operating Expenditure		2.0%	3.8%	3.5%	0.2%	0.8%	0.8%	0.8%	1.0%	0.9%	0.8%
Capital Charges to Own Revenue		2.7%	7.4%	9.1%	0.2%	0.8%	0.8%	0.8%	1.2%	1.1%	1.0%
Borrowed funding of 'own' capital expenditure		0.0%	21.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	0.7	0.6	0.4	0.6	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	0.7	0.6	0.0	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.4)	(0.3)
Liquidity Ratio	Monetary Assets/Current Liabilities	0.1	0.1	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		72.7%	67.6%	75.8%	76.9%	88.0%	87.9%	87.7%	89.2%	92.7%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		76.3%	67.4%	76.0%	75.7%	86.9%	86.7%	86.5%	85.1%	88.5%	92.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	20.7%	24.4%	48.6%	17.3%	16.2%	16.2%	16.2%	14.9%	15.4%	16.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	65.0%	65.0%	75.0%	75.0%	73.0%	7.0%	75.0%	76.0%	80.0%	85.0%
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	40.0%	45.0%	50.0%	55.0%	55.0%	55.0%	55.0%	55.0%	60.0%	75.0%
Creditors to Cash and Investments		1607.1%	1800.4%	7662.9%	634.1%	1778.4%	1778.4%	1778.4%	2220.2%	1855.5%	1953.7%
<u>Other Indicators</u>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)	15	20								
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)	30	30	30	30	30	30	30	30	20	15
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	0								
Employee costs	Employee costs/(Total Revenue - capital revenue)	30.1%	35.6%	48.8%	34.3%	33.2%	33.2%	33.2%	32.3%	32.4%	32.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	32.6%	39.3%	54.5%	38.3%	36.9%	36.9%		35.0%	35.2%	35.5%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	6.2%	6.0%	15.3%	10.9%	10.2%	10.2%		11.4%	11.6%	11.5%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	10.8%	29.8%	39.0%	7.4%	7.0%	7.0%	7.0%	10.7%	11.2%	11.7%
<u>IDP regulation financial viability indicators</u>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	61.8	89.3	35.8	38.4	38.4	38.4	28.3	28.9	29.9	31.7
ii. OS Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	31.8%	50.4%	95.3%	25.8%	23.5%	23.5%	23.5%	20.7%	21.3%	21.9%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.2	0.3	0.2	0.4	0.1	0.1	0.1	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 2015-16 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 Over-Draft 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 2014/15MTREF 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 2014/15financial 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 2015-16 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 2015-16 financial years 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 Draft policy is attached to this document, as Annexure 2, for approval in council. While the Draft 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 2014/15 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.

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 2014/15 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) 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 2015-16 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 2014/15 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, grew to 2.7% in 2014, rising to 3.5 % in 2016. Inflation has remained moderate, with consumer prices rising by 5.7 % in 2014 and projected to increase by an average of 5.8% a year over the period ahead.

Consequently, municipal revenues and cash flows are expected to gradually improve during 2015-16. 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 2015-16 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 2015-16 MTREF. The increase in employee related costs is at least within inflation levels at 5.8%. 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 2015-16 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 (5.8%) 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 2015-16 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	Budget year 1415		2015/16 Medium Term Revenue & Expenditure Framework				
	Pre-audit outcome	Movement	Budget Year 2015/16	Movement	Budget Year +1 2016/17	Movement	Budget Year +2 2017/18
Revenue By Source							
Property rates	23,628	33%	31,392	6%	33,212	6%	35,139
Property rates - penalties & collection charges	–	0%	–	0%	–	0%	–
Service charges - electricity revenue	72,422	13%	81,613	6%	86,346	6%	91,354
Service charges - water revenue	61,432	12%	68,804	6%	72,794	6%	77,017
Service charges - sanitation revenue	29,036	7%	31,068	6%	32,870	6%	34,777
Service charges - refuse revenue	9,525	7%	10,192	6%	10,783	6%	11,409
Rental of facilities and equipment	1,152	6%	1,219	6%	1,290	6%	1,364
Interest earned - external investments	48	0%	–	0%	–	0%	–
Interest earned - outstanding debtors	4,801	30%	6,250	6%	6,613	6%	6,996
Fines	855	6%	904	-100%	–	0%	1,012
Licences and permits	1,993	58%	3,149	6%	3,331	6%	3,525
Agency services	2,000	33%	2,653	6%	2,807	6%	2,970
Transfers recognised - operational	69,092	-6%	64,841	3%	67,054	2%	68,703
Other revenue	9,103	2%	9,305	6%	9,845	6%	10,416
Total Revenue (excluding capital transfers and contributions)	285,086		311,390		327,903		344,681

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 2015-16 MTREF on the different revenue categories are:

Table 28 Proposed tariff increases over medium-term

Description	2014/16	2016/2017	2017/2018
R thousand	% Change	% Change	% Change
Property rates	6%	6%	6%
Service charges - electricity revenue	13%	6%	6%
Service charges - water revenue	12%	6%	6%
Service charges - sanitation revenue	7%	6%	6%
Service charges - refuse revenue	8%	6%	6%

Revenue to be generated from property rates is R31 million in the 2015-16 financial year and increases to R33 million by 2016-17 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 R259 million for the 2015-16 financial year and increasing to R273 million by 2016-17. For the 2015-16 financial year services charges amount to 71% of the total revenue base.

Operational grants and subsidies amount to R65 million, R67 million and R69 million for each of the respective financial years of the MTREF, or 21% 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
R thousand									
Parent municipality									
Deposits - Public Investment Commissioners	3,075	2,764	2,972	2,625	2,625	2,625	250	272	296
Municipality sub-total	3,075	2,764	2,972	2,625	2,625	2,625	250	272	296

Table 30 MBRR SA16 – Investment particulars by maturity

Investments by Maturity	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID						
Parent municipality						
ABSA Investment	after 32 days	111	47	–	–	158
SANLAM MONEY MARKET	Unit Trusts	10	23	–	–	33
SANLAM MONEY MARKET	Unit Trusts	37	22	–	–	59
OLD MUTUAL		2,424	–	(2,424)	–	–
						–
						–
						–
Municipality sub-total		2,582	92	(2,424)	–	250

2.6.2 Medium-term outlook: capital revenue

The following table is a breakdown of the funding composition of the 2015-16 medium-term capital programme:

Table 31 Sources of capital revenue over the MTREF

Vote Description	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure		
R thousand	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Budget Year +1	Budget Year +2
Funded by:										
National Government	24,824	24,074	8,621	32,296	36,396	36,396	36,396	29,172	30,215	31,779
Provincial Government	–	–	–	–	–	–	–	–	–	–
District Municipality	–	–	–	–	–	–	–	–	–	–
Other transfers and grants	–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	24,824	24,074	8,621	32,296	36,396	36,396	36,396	29,172	30,215	31,779
Public contributions & donations	–	–	22,476	44,000	71,000	71,000	71,000	10,000	13,000	26,000
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	2,374	–	13,891	3,162	3,162	3,162	33,517	6,317	1,503
Total Capital Funding	24,824	26,448	31,097	90,187	110,558	110,558	110,558	72,689	49,532	59,282

The above table is graphically represented as follows for the 2015-16 financial year.

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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Parent municipality									
Long-Term Loans (annuity/reducing balance)	–	7,796	6,499	5,840	5,840	5,840	4,305	3,874	3,487
Other Securities	–	–	–	–	–	–	–	–	–
Municipality sub-total	–	7,796	6,499	5,840	5,840	5,840	4,305	3,874	3,487

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

Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
RECEIPTS:									
Operating Transfers and Grants									
National Government:	55,801	55,658	63,569	64,753	64,753	64,753	64,841	63,054	64,703
Local Government Equitable Share	52,832	52,832	60,129	60,733	60,733	60,733	60,064	59,287	60,525
Municipal Systems Improvement	790	1,500	1,550	934	934	934	2,102	957	1,033
Finance Management	1,500	790	890	1,600	1,600	1,600	1,675	1,810	2,145
EPWP Incentive	679	536	1,000	1,486	1,486	1,486	1,000	1,000	1,000
Provincial Government:	–	232	90	2,108	2,108	2,108	1,500	1,250	1,300
Ig seta	–	232	90	2,108	2,108	2,108	1,500	1,250	1,300
District Municipality:	474	–	190	2,231	2,231	2,231	–	–	–
Fire Reimbursement Subsidy	474	–	190	2,231	2,231	2,231	–	–	–
Other grant providers:	–	–	–	–	–	–	–	–	–
[insert description]									
Total Operating Transfers and Grants	56,275	55,890	63,849	69,092	69,092	69,092	66,341	64,304	66,003
Capital Transfers and Grants									
National Government:	34,750	22,474	27,261	32,926	32,926	32,926	29,172	30,215	31,779
Municipal Infrastructure Grant (MIG)	34,750	22,474	27,261	32,926	32,926	32,926	29,172	30,215	31,779
Other capital transfers/grants [insert desc]									
Provincial Government:	–	–	–	–	–	–	–	–	–
District Municipality:	–	–	–	–	–	–	–	–	–
Fire Reimbursement Subsidy									
Other grant providers:	–	–	–	–	–	–	–	–	–
[insert description]									
Total Capital Transfers and Grants	34,750	22,474	27,261	32,926	32,926	32,926	29,172	30,215	31,779
TOTAL RECEIPTS OF TRANSFERS & GRANTS	91,025	78,364	91,110	102,018	102,018	102,018	95,513	94,519	97,782

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	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates, penalties & collection charges		14,250	16,750	18,500	22,331	22,331	22,331	22,331	28,252	31,078	34,185
Service charges		107,892	71,302	76,943	125,945	163,418	162,816	162,155	172,509	189,760	208,736
Other revenue		3,750	2,685	1,640	1,804	1,984	2,183	2,401	9,147	10,061	11,068
Government - operating	1	57,208	77,521	72,470	69,092	69,092	69,092	69,092	64,841	62,054	62,054
Government - capital	1	34,474	29,490	27,250	32,926	32,926	32,926	32,926	29,172	30,215	31,779
Interest		1,250	1,375	1,513	3,664	4,030	4,433	4,876	5,625	6,613	6,996
Dividends									-	-	-
Payments											
Suppliers and employees		(186,159)	(174,670)	(155,412)	(212,550)	(222,432)	(222,432)	(222,432)	(290,284)	(307,616)	(332,798)
Finance charges		(4,061)	(4,041)	(11,893)	(361)	(361)	(361)	(361)	(438)	(464)	(492)
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		28,604	20,412	31,010	42,851	70,988	70,988	70,988	18,824	21,701	21,528
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		677	180	300	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors		(5,950)	310	(213)	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	2,400	2,400	2,400	2,400	9,972	10,969	12,066
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(22,826)	(20,232)	(31,097)	(45,251)	(72,251)	(72,251)	(72,251)	(29,172)	(30,215)	(31,779)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(28,099)	(19,742)	(31,010)	(42,851)	(69,851)	(69,851)	(69,851)	(19,200)	(19,246)	(19,713)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	498	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		(54)	128	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		(451)	(1,297)	-	-	(1,137)	(1,137)	(1,137)	(2,014)	(1,914)	(1,714)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(505)	(670)	-	-	(1,137)	(1,137)	(1,137)	(2,014)	(1,914)	(1,714)
NET INCREASE/ (DECREASE) IN CASH HELD		-	0	-	(0)	-	-	-	(2,391)	541	100
Cash/cash equivalents at the year begin:	2	3,500	4,350	3,137	5,441	1,940	1,940	1,940	4,100	1,709	2,250
Cash/cash equivalents at the year end:	2	3,500	4,350	3,137	5,441	1,940	1,940	1,940	1,709	2,250	2,350

The above table shows that cash and cash equivalent of the municipality are anticipated to be comfortable for 2015/2016 budgeted financial year showing a balance R1.7 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:

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	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Cash and investments available											
Cash/cash equivalents at the year end	1	3,500	4,350	3,137	5,441	1,940	1,940	1,940	1,709	2,250	2,350
Other current investments > 90 days		2,370	4,250	190	(1,075)	2	2	2	249	272	296
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		5,870	8,600	3,327	4,366	1,942	1,942	1,942	1,959	2,522	2,647
Application of cash and investments											
Unspent conditional transfers		–	–	–	–	–	–	–	–	–	–
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2										
Other working capital requirements	3	21,087	43,419	185,863	(519)	(5,714)	(5,628)	(5,533)	(1,512)	(2,976)	(4,762)
Other provisions		(18,320)	(38,320)	(188,320)							
Long term investments committed	4	2,764	3,137	3,324	2,625	201	201	201	250	394	623
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		5,531	8,236	867	2,106	(5,513)	(5,427)	(5,332)	(1,262)	(2,582)	(4,138)
Surplus(shortfall)		339	364	2,460	2,260	7,455	7,369	7,274	3,221	5,104	6,785

From the above table it can be seen that the cash and investments availability total R1.9 million in the 2015-16 financial year and remains constant by 2016-17, 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 2014/15 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 2016-17 but is expected to increase in 2017-18. 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	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	3,500	4,350	3,137	5,441	1,940	1,940	1,940	1,709	2,250	2,350
Cash + investments at the yr end less applications - R'000	18(1)b	2	339	364	2,460	2,260	7,455	7,369	7,274	3,221	5,104	6,785
Cash year end/monthly employee/supplier payments	18(1)b	3	0.2	0.3	0.2	0.4	0.1	0.1	0.1	0.1	0.1	0.1
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	32,647	(5,015)	(93,209)	114,044	152,960	152,960	152,960	67,175	66,108	74,291
Service charge rev % change - macro CPIIX target exclusive	18(1)a,(2)	5	N.A.	(35.4%)	(4.8%)	66.3%	4.0%	(6.0%)	(6.0%)	7.8%	(0.2%)	(0.2%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	76.3%	67.4%	76.0%	75.7%	86.9%	86.7%	86.5%	85.1%	88.5%	92.0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	2.3%	6.8%	12.2%	1.2%	1.1%	1.1%	1.1%	6.5%	6.5%	6.4%
Capital payments % of capital expenditure	18(1)c,(19)	8	92.0%	76.5%	100.0%	50.2%	74.1%	74.1%	74.1%	40.1%	61.0%	53.6%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	21.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	12.4%	91.1%	(53.3%)	0.0%	0.0%	0.0%	0.2%	9.0%	9.0%
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	0.9%	1.2%	2.8%	2.3%	2.3%	2.3%	2.9%	2.7%	2.7%	2.8%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	28.3%	26.2%	26.2%	0.0%	9.6%	0.0%	0.0%

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 2015-16 MTREF the indicative outcome is a surplus of R28 million and remains constant at R22 and R16 million for the two outer years respectively.

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 2015-16 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 2015/2016** 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 is 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 **(2.5) % jump in** consumer debtors' balance in 2015-16.

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	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
EXPENDITURE:									
Operating expenditure of Transfers and Grants									
National Government:	55,793	55,658	63,569	64,753	64,753	64,753	64,841	63,054	64,703
Local Government Equitable Share	52,832	52,832	60,129	60,733	60,733	60,733	60,064	59,287	60,525
Municipal Systems Improvement	1,492	1,500	1,550	934	934	934	2,102	957	1,033
Finance Management	790	790	890	1,600	1,600	1,600	1,675	1,810	2,145
EPWP Incentive	679	536	1,000	1,486	1,486	1,486	1,000	1,000	1,000
Other transfers/grants [insert description]									
Provincial Government:	–	232	90	2,108	2,108	2,108	1,500	1,250	1,300
Ig seta	–	232	90	2,108	2,108	2,108	1,500	1,250	1,300
District Municipality:	–	713	190	2,231	2,231	2,231	–	–	–
Fire Reimbursement Subsidy	–	713	190	2,231	2,231	2,231	–	–	–
Other grant providers:	–	–	–	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:	55,793	56,603	63,849	69,092	69,092	69,092	66,341	64,304	66,003
Capital expenditure of Transfers and Grants									
National Government:	22,474	22,474	8,621	32,926	32,926	32,926	29,172	30,215	31,779
Municipal Infrastructure Grant (MIG)	22,474	22,474	8,621	32,926	32,926	32,926	29,172	30,215	31,779
Other capital transfers/grants [insert desc]									
Provincial Government:	–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]									
District Municipality:	–	–	–	–	–	–	–	–	–
Other grant providers:	–	–	–	–	–	–	–	–	–
Total capital expenditure of Transfers and Grants	22,474	22,474	8,621	32,926	32,926	32,926	29,172	30,215	31,779
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	78,267	79,077	72,470	102,018	102,018	102,018	95,513	94,519	97,782

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

Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Operating transfers and grants:									
National Government:									
Balance unspent at beginning of the year									
Current year receipts	54,934	76,576	63,569	64,753	64,753	64,753	64,841	63,054	64,703
Conditions met - transferred to revenue	54,934	76,576	63,569	64,753	64,753	64,753	64,841	63,054	64,703
Provincial Government:									
Balance unspent at beginning of the year									
Current year receipts	1,800	232	90	2,108	2,108	2,108	1,500	1,250	1,300
Conditions met - transferred to revenue	1,800	232	90	2,108	2,108	2,108	1,500	1,250	1,300
District Municipality:									
Balance unspent at beginning of the year									
Current year receipts	474	713	190	2,231	2,231	2,231	-		
Conditions met - transferred to revenue	474	713	190	2,231	2,231	2,231	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
Total operating transfers and grants revenue	57,208	77,521	63,849	69,092	69,092	69,092	66,341	64,304	66,003
Total operating transfers and grants - CTBM	-	-	-	-	-	-	-	-	-
Capital transfers and grants:									
National Government:									
Balance unspent at beginning of the year									
Current year receipts	24,824	24,074	27,261	32,926	32,926	32,926	29,172	30,215	31,779
Conditions met - transferred to revenue	24,824	24,074	27,261	32,926	32,926	32,926	29,172	30,215	31,779
Conditions still to be met - transferred to liabilities									
Total capital transfers and grants revenue	24,824	24,074	27,261	32,926	32,926	32,926	29,172	30,215	31,779
Total capital transfers and grants - CTBM	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE	82,032	101,595	91,110	102,018	102,018	102,018	95,513	94,519	97,782
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 R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
	A	B	C	D	E	F	G	H	I
<u>Councillors (Political Office Bearers plus Other)</u>									
Basic Salaries and Wages	3,529	4,098	3,542	4,672	4,672	4,672	4,952	5,250	5,565
Pension and UIF Contributions	217	252	592	630	630	630	668	708	751
Medical Aid Contributions	104	121	96	109	109	109	115	122	130
Motor Vehicle Allowance	1,324	1,537	1,411	1,440	1,440	1,440	1,526	1,618	1,715
Cellphone Allowance	261	303	414	309	309	309	327	347	368
Housing Allowances	–	–	–	–	–	–	–	–	–
Other benefits and allowances	68	207	182	739	739	739	810	858	910
Sub Total - Councillors	5,503	6,516	6,237	7,899	7,899	7,899	8,399	8,903	9,438
% increase		18.4%	(4.3%)	26.6%	0.0%	–	6.3%	6.0%	6.0%
<u>Senior Managers of the Municipality</u>									
Basic Salaries and Wages	4,092	4,608	5,708	5,984	6,636	6,636	7,034	7,456	7,904
Pension and UIF Contributions	–	–	646	–	–	–	–	–	–
Medical Aid Contributions	18	21	261	–	30	30	32	34	36
Overtime	–	–	–	–	24	24	25	27	29
Performance Bonus	–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	824	928	1,199	1,129	1,229	1,229	1,303	1,381	1,464
Cellphone Allowance	39	44	39	47	55	55	59	62	66
Housing Allowances	–	–	5	14	14	14	15	16	17
Other benefits and allowances	36	41	562	–	–	–	–	–	–
Payments in lieu of leave	–	–	–	–	–	–	–	–	–
Long service awards	–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality	5,009	5,642	8,419	7,174	7,988	7,988	8,468	8,976	9,514
% increase		12.6%	49.2%	(14.8%)	11.3%	–	6.0%	6.0%	6.0%
<u>Other Municipal Staff</u>									
Basic Salaries and Wages	38,311	43,917	60,401	53,664	53,664	53,664	54,330	57,590	61,045
Pension and UIF Contributions	9,148	10,222	9,765	11,156	11,156	11,156	11,825	12,535	13,287
Medical Aid Contributions	2,539	2,838	2,960	3,772	3,772	3,772	3,998	4,238	4,492
Overtime	1,493	2,701	5,736	3,363	4,626	4,626	4,903	5,198	5,509
Performance Bonus	–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3,093	3,456	5,383	6,209	6,693	6,693	7,094	7,520	7,971
Cellphone Allowance	215	240	234	512	516	516	547	580	615
Housing Allowances	44	49	63	155	179	179	190	201	213
Other benefits and allowances	3,808	4,256	11,696	8,591	8,591	8,591	9,106	9,653	10,232
Payments in lieu of leave	3,242	3,623	–	–	–	–	–	–	–
Long service awards	–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	–	–	–	–	–	–	–	–	–
Sub Total - Other Municipal Staff	61,893	71,302	96,237	87,421	89,196	89,196	91,994	97,513	103,364
% increase		15.2%	35.0%	(9.2%)	2.0%	–	3.1%	6.0%	6.0%
Total Parent Municipality	72,405	83,460	110,893	102,494	105,083	105,083	108,861	115,393	122,316
		15.3%	32.9%	(7.6%)	2.5%	–	3.6%	6.0%	6.0%
Sub Total - Board Members of Entities	–	–	–	–	–	–	–	–	–
% increase		–	–	–	–	–	–	–	–
Post-retirement benefit obligations	–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Entities	–	–	–	–	–	–	–	–	–
% increase		–	–	–	–	–	–	–	–
Post-retirement benefit obligations	–	–	–	–	–	–	–	–	–
Sub Total - Other Staff of Entities	–	–	–	–	–	–	–	–	–
% increase		–	–	–	–	–	–	–	–
Total Municipal Entities	–	–	–	–	–	–	–	–	–
TOTAL SALARY, ALLOWANCES & BENEFITS	72,405	83,460	110,893	102,494	105,083	105,083	108,861	115,393	122,316
% increase		15.3%	32.9%	(7.6%)	2.5%	–	3.6%	6.0%	6.0%
TOTAL MANAGERS AND STAFF	66,902	76,944	104,656	94,595	97,184	97,184	100,461	106,489	112,878

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.
Councillors	3							
Speaker	4		402,451		174,534			576,985
Chief Whip			503,063		99,007			602,070
Executive Mayor			511,092		210,092			721,184
Deputy Executive Mayor			-		-			-
Executive Committee			782,674		353,277			1,135,951
Total for all other councillors			3,467,878		1,893,972			5,361,850
Total Councillors	8	-	5,667,157	-	2,730,882			8,398,039
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1,137,865		214,093			1,351,957
Chief Finance Officer			822,295		205,574			1,027,868
								-
								-
								-
List of each official with packages >= senior manager								
Chief Operating Officer			868,375		94,540			962,916
Corporate Services Manager			868,375		94,540			962,916
Planning and Development Manager			844,639		205,574			1,050,213
Community Services Manger			822,295		183,229			1,005,523
Technical Services Manager			866,984		205,574			1,072,558
								-
								-
								-
								-
								-
								-
								-
Total Senior Managers of the Municipality	8,10	-	6,230,828	-	1,203,123	-		7,433,951
A Heading for Each Entity	6,7							
List each member of board by designation								
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total for municipal entities	8,10	-	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	11,897,985	-	3,934,005	-		15,831,991

Table 41 MBRR SA24 – Summary of personnel numbers

Summary of Personnel Numbers		2013/14		Current Year 2014/15		
Number	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities						
Councillors (Political Office Bearers plus Other Councillors)	23	–	23	23	–	23
Board Members of municipal entities	–	–	–	–	–	–
Municipal employees						
Municipal Manager and Senior Managers	7	–	7	7	–	7
Other Managers	29	29	–	29	–	–
Professionals	61	61	–	89	58	6
<i>Finance</i>	44	44	–	44	36	5
<i>Spatial/town planning</i>	6	6	–	33	11	1
<i>Information Technology</i>	3	3	–	4	3	–
<i>Roads</i>	–	–	–	–	–	–
<i>Electricity</i>	3	3	–	3	3	–
<i>Water</i>	3	3	–	3	3	–
<i>Sanitation</i>	–	–	–	–	–	–
<i>Refuse</i>	2	2	–	2	2	–
<i>Other</i>	–	–	–	–	–	–
Technicians	105	105	–	409	221	36
<i>Roads</i>	–	–	–	–	–	–
<i>Electricity</i>	22	22	–	13	20	–
<i>Water</i>	28	28	–	53	34	8
<i>Sanitation</i>	20	20	–	39	19	7
<i>Refuse</i>	18	18	–	101	59	11
<i>Other</i>	17	17	–	203	89	10
Clerks (Clerical and administrative)	56	56	–	26	18	–
TOTAL PERSONNEL NUMBERS	281	251	30	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). Management took a position to review all contract between the municipality and various institutions and where necessary negotiate for cancellation as based on the merits to the municipality.

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 Draft on the repair and maintenance of assets.

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

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital expenditure on new assets by Asset Class/Sub-class									
Infrastructure	24,181	16,921	21,743	54,321	61,694	61,694	60,200	38,000	46,000
Infrastructure - Road transport	7,381	-	1,864	-	-	-	18,000	15,000	10,000
Roads, Pavements & Bridges	7,381	-	1,864	13,000	13,000	13,000	18,000	15,000	10,000
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	1,623	449	-	-	-	27,000	5,000	4,800
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	1,623	449	-	-	-	27,000	5,000	4,800
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	40,436	40,436	40,436	10,000	13,000	26,000
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	27,436	27,436	27,436	10,000	13,000	26,000
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	16,800	15,298	19,430	13,885	21,258	21,258	5,200	5,000	5,200
Reticulation	16,800	15,298	19,430	13,885	21,258	21,258	5,200	5,000	5,200
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Community	-	-	-	6,044	6,044	6,044	1,800	750	1,250
Fire, safety & emergency	-	-	-	4,844	4,844	4,844	1,800	750	1,250
Cemeteries	-	-	-	1,200	1,200	1,200	-	-	-
Social rental housing	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other assets	643	9,527	9,354	4,301	4,300	4,300	3,700	10,782	12,032
General vehicles	643	750	6,000	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	-	190	-	3,000	3,000	3,000	-	-	-
Computers - hardware/equipment	-	333	-	-	-	-	3,250	6,250	7,500
Furniture and other office equipment	-	100	353	-	-	-	-	-	-
Civic Land and Buildings	-	1,210	3,000	0	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	1,300	1,300	1,300	450	4,532	4,532
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	6,944	-	0	0	0	-	-	-
Agricultural assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	24,824	26,448	31,097	64,666	72,038	72,038	65,700	49,532	59,282

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

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital expenditure on renewal of existing assets by Asset Class/Sub-class	1									
Infrastructure		-	-	-	22,321	22,321	22,321	-	-	-
Infrastructure - Road transport		-	-	-	3,500	3,500	3,500	-	-	-
Roads, Pavements & Bridges					3,500	3,500	3,500			
Storm water										
Infrastructure - Electricity		-	-	-	1,800	1,800	1,800	-	-	-
Generation					1,800	1,800	1,800			
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water		-	-	-	2,825	2,825	2,825	-	-	-
Dams & Reservoirs					2,825	2,825	2,825			
Water purification										
Reticulation										
Infrastructure - Sanitation		-	-	-	14,196	14,196	14,196	-	-	-
Reticulation					14,196	14,196	14,196			
Sewerage purification										
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management										
Transportation	2									
Gas										
Other	3									
Community		-	-	-	-	-	-	4,489	-	-
Parks & gardens								4,489		
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										
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings										
Other	9									
Investment properties		-	-	-	-	-	-	-	-	-
Housing development										
Other										
Other assets		-	-	-	3,200	3,200	3,200	2,500	-	-
General vehicles										
Specialised vehicles										
Plant & equipment										
Computers - hardware/equipment								750		
Furniture and other office equipment										
Abattoirs										
Markets										
Civic Land and Buildings					2,000	2,000	2,000	1,750		
Other Buildings										
Other Land										
Surplus Assets - (Investment or Inventory)										
Other					1,200	1,200	1,200			
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class										
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class										
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming										
Other (list sub-class)										
Total Capital Expenditure on renewal of existing assets	1	-	-	-	25,521	25,521	25,521	6,989	-	-

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

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		12,002	9,629	21,743	25,827	25,827	25,827	27,495	29,090	30,777
Infrastructure - Road transport		1,838	3,602	1,864	7,852	7,852	7,852	8,292	8,773	9,282
Roads, Pavements & Bridges		1,838	3,602	1,864	7,852	7,852	7,852	8,292	8,773	9,282
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		6,421	1,099	-	9,091	9,091	9,091	9,600	10,157	10,746
Generation		-	-	-	9,091	9,091	9,091	9,600	10,157	10,746
Transmission & Reticulation		6,421	1,099	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		2,843	2,979	449	4,872	4,872	4,872	5,144	5,443	5,759
Dams & Reservoirs		2,843	2,979	-	4,872	4,872	4,872	5,144	5,443	5,759
Water purification		-	-	-	-	-	-	-	-	-
Reticulation		-	-	449	-	-	-	-	-	-
Infrastructure - Sanitation		900	1,949	19,430	4,012	4,012	4,012	4,237	4,482	4,742
Reticulation		900	1,949	19,430	4,012	4,012	4,012	4,237	4,482	4,742
Sewerage purification		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	222	235	249
Waste Management		-	-	-	-	-	-	222	235	249
Transportation		-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Community		1,697	461	-	3,253	3,253	3,253	3,535	3,740	3,957
Parks & gardens		1,138	-	-	3,257	3,257	3,257	3,439	3,639	3,850
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		1	-	-	-	-	-	-	-	-
Recreational facilities		-	461	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	(4)	(4)	(4)	95	101	107
Security and policing		15	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		543	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		17	2,608	9,354	-	-	-	4,609	5,312	4,916
General vehicles		-	-	6,000	-	-	-	4,550	5,250	4,850
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		-	2,357	-	-	-	-	-	-	-
Computers - hardware/equipment		17	-	-	-	-	-	-	-	-
Furniture and other office equipment		-	4	353	-	-	-	14	15	16
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	191	3,000	-	-	-	45	47	50
Other Buildings		-	-	-	-	-	-	-	-	-
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		-	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	13,716	12,698	31,097	29,079	29,079	29,079	35,639	38,142	39,650

Table 45 MBRR SA36 – Detailed capital budget per municipal vote

THABAZIMBI LOCAL MUNICIPALITY				
2015/16 PROJECT LIST PER KEY PERFORMANCE AREA		142,688,900.00	20,095,000.00	
Project Name	Department	FUNDING SOURCE	2015-16	
			CAPITAL	OPERATING
Spatial Development				
Township Establishment- Northam Ext 20	Town planning	TLM		350,000.00
Market Municipal economic potential through media publications and exhibitions	LED	TLM		150,000.00
Sub-total Spatial Development			-	500,000.00
Basic Services delivery and Infrastructure Development				
Regorogile Paving of Internal streets Ward 9, 10 and 12	Technical	MIG	6,500,000.00	
Northam upgrading of internal streets Ext 5 and 7	Technical	MIG	6,000,000.00	
Thabazimbi Upgrading of sports facilities	Technical	MIG	3,500,000.00	
Development and Maintenance of Land fill sites, Thabazimbi Northam and Rooiberg	Community services	TLM	-	4,500,000.00
Thabazimbi and Northam Completion of Waste Water Treatment Works Prokeets	Technical	SIOC	50,000,000.00	
Thabazimbi Pumpstation Water Projects	Technical	Anglo American/ Kumba	20,000,000.00	
Construction of VIP toilets , in Rooiberg Skierlerk, Jabulani and Phatsima, Dwaalboom	Technical	MIG	3,213,400.00	
Development of Water Safety Plans	Technical	TLM	-	1,026,000.00
Upgrading of Thabazimbin Parks	Community services	TLM	800,000.00	
Upgrading of Thabazimbin Vehicle Training Station	Community services	TLM	1,000,000.00	
Upgrading of Street lights	Technical	TLM	300,000.00	
Upgrading of roads Ext 35 ,47 and Ext 17	Technical	TLM	8,398,400.00	
Rhaputi paving of internal streets (Ward 4)	Technical	MIG	6,000,000.00	
Construction of Parking space and Shade at Traffic Office	Technical	TLM	650,000.00	
Rhaputi and Northam Installation of Highmast lights	Technical	MIG	2,500,000.00	
Thabazimbi conversion of conventional meters to smart meters	Technical	TLM	14,500,000.00	
Testing and Refurshment of existing boreholes	Technical	DWA/ MWIG	1,100,000.00	
Drill, test and Equip 7 new boreholes and reticulation Extension	Technical	DWA/ MWIG	4,800,000.00	
Elevated Storage tank (2 x 80 KL)	Technical	DWA/ MWIG	1,600,000.00	
Rhaputi/ leepport water purification package plant (0.5 megaliters)	Technical	DWA/ MWIG	2,500,000.00	
Subtotal basic service delivery			133,361,800.00	5,526,000.00
Mainstreaming of All Focal Groups				
Youth Day	Mayors'	TLM		65,000.00
Heritage Day	Mayors'	TLM		125,000.00
Disability Day	Mayors'	TLM		250,000.00
HIV & AIDS Projects	Mayors'	TLM		250,000.00
Human Rights Day	Mayors'	TLM		95,000.00
Womens Programmes	Mayors'	TLM		130,000.00
Family Day	Mayors'	TLM		210,000.00
				1,125,000.00
Good Governance and Public Participation				
IDP Public Participation	MMs	MSIG		500,000.00
Printing of the IDP document	MMS	TLM		350,000.00
Production of Newsletters	MMs	TLM		250,000.00
Diaries & Carendars	MMs	TLM		165,000.00
Committees Office Resources	MMs	MSG		75,000.00
Review of Communication Strategy	MMs	MSIG		189,000.00
Rebranding of the Municipality	MMs	TLM		190,000.00
Performance Management System	MMs	TLM	450,000.00	
Subtotal Good governance and public participation			450,000.00	1,719,000.00
Financial Viability				
Operation clean audit	CFO's Office	TLM		3,800,000.00
Fixed Assets Register	CFO's Office	FMG		3,725,000.00
Subtotal financial viability			-	7,525,000.00
Municipal Transformation and institutional Development				
Promulgation of by-laws	Legal Services	DBSA	-	1,500,000.00
Purchase of Desktop computers			445,200.00	
Purchase of Laptops			120,320.00	
LAN Equipments			724,800.00	
WAN Equipments			768,000.00	
IT Back-up components			179,664.00	
Remote Sites connectivity			1,173,600.00	
Server Infrastructure			113,568.00	
Software Licenses			1,127,616.00	
Anti-virus software			513,600.00	
Purchasing of Departmental Furniture	Administration	TLM	700,000.00	
Upgrading of Municipal Buildings	Administration	TLM	3,010,732.00	-
Legal publications	Administration	TLM		250,000.00
Implementation of Occupational Health and Safety Act	Human Resources	TLM		450,000.00
Training of Employees	Human Resources	TLM		1,500,000.00
Subtotal municipal transformation			8,877,100.00	3,700,000.00
GRAND TOTAL			142,688,900.00	20,095,000.00

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 was established in accordance with the MFMA.
4. Audit Committee
An Audit Committee was 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 changes in the amended Municipal Property Rates Act.

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

I, C.G Booysen, the Acting 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 _____

Acting Municipal Manager of Thabazimbi Local Municipality (LIM361)

Signature _____

Date _____