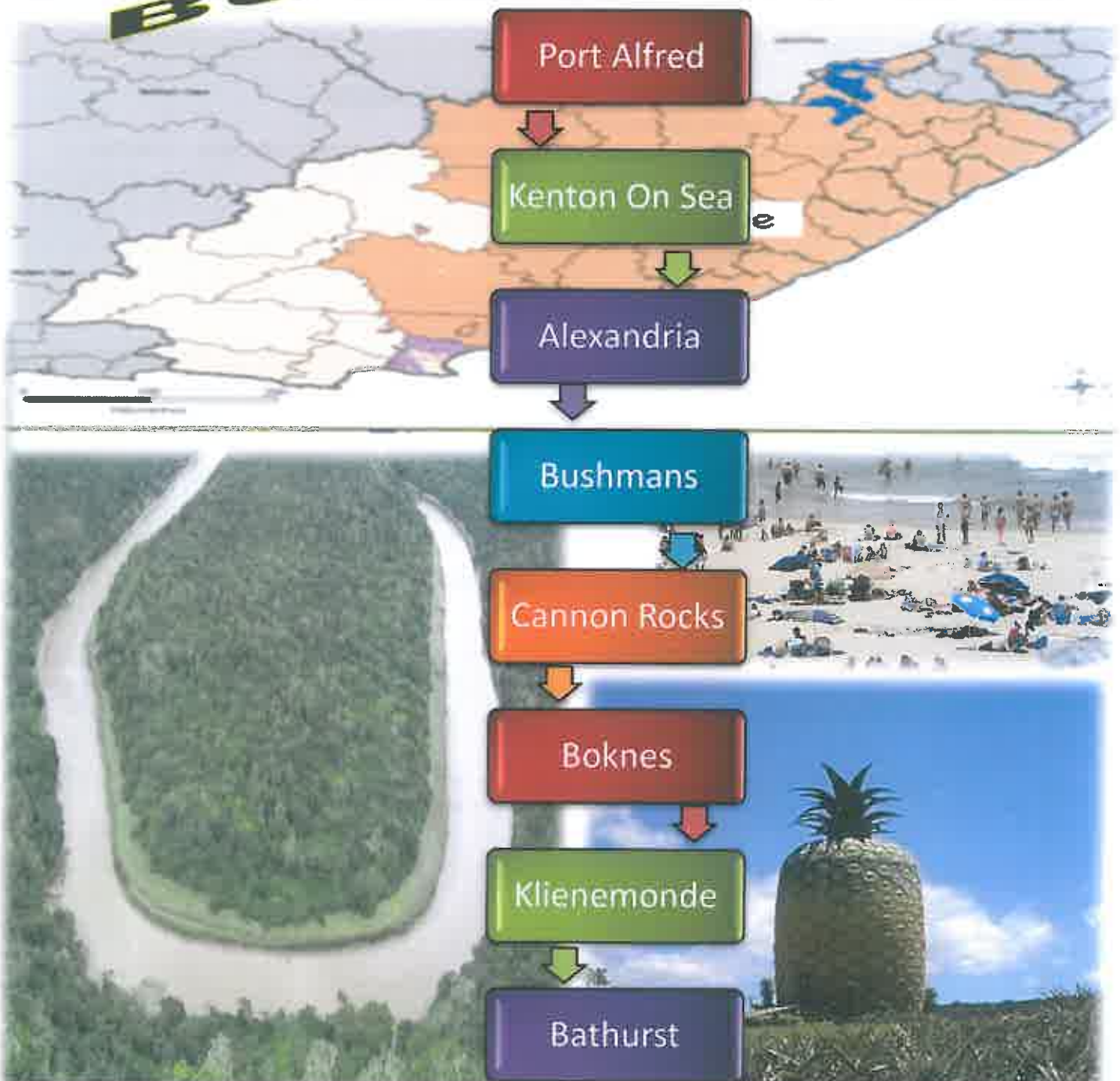


NDLAMBE MUNICIPALITY

TABLLED
ANNUAL
BUDGET

2018/2019



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VISION:

Ndlambe Municipality strives to be a growing and investment friendly region that provides sustainable, efficient, cost-effective, adequate and affordable services to all citizens in a healthy and safe environment by 2025.

MISSION:

To achieve our vision by enabling optimal performance within each of the five key performance areas of local government within the context of available resources.

VALUES:

- Commitment
- Transparency
- Honesty
- Trustworthiness
- Care



Part 1: ANNUAL BUDGET

MAYOR'S REPORT

Part 1 – Annual Budget

1) Mayor's Report

Good morning Honourable Speaker, Councillors, Acting Municipal Manager, Municipal Officials, The media, residents, ladies and Gentlemen.

Although I have so much to say in the interest of time and considering the fact that people will be travelling to various destinations for the Easter holidays, I will limit my communication to a few items.

1. **MESSAGE OF CONDOLENCES**

Condolences to the family of the people who passed away in the bus accident that happened between Port Elizabeth and Jamestown and the car accident in Ngcobo.

2. **AMANZI FESTIVAL**

The festival has indeed arrived. People from all walks of life are beginning to descend to our shores. The festival coincides with the Easter Holidays and we expect good spin offs for our economy. Already SABC is here. They have already started to market our town. Just yesterday already I had an interview with them about the festival. My apologies acting Municipal Manager, although I was expected to speak at a Memorial Service of a fellow worker who passed away I could not due to sudden and pressing engagement outside Port Alfred.

I also could not travel to Marseille as I was waiting for the SABC crew who later interviewed me.

3. **ANNUAL PROCUREMENT PLANNING**

One issue I want to talk about this morning is Annual Procurement Planning (APP) what is it?

It sketches out in advance what goods works and services to be procured. It is a process of procured. It is a process of procuring goods and services prior to the beginning of a fiscal year. It also outlines which method of procurement to be secured. It actually outlines what, which, when and how purchases are to be conducted in a given period.

3.1 **WHAT ARE ADVANTAGES OF ANNUAL PROCUREMENT PLANNING**

- It reduces incidents of unauthorized, irregular, fruitless and wasteful expenditure.
- It saves time and money
- It provides a clear framework for procuring goods and services
- Timeless are followed in this type of procurement Procedures are also followed in order to ensure competitiveness in the process of procuring goods.
- It avoids the procurement of goods in a hasty manner
- It avoids disregarding the processing steps required by law in procuring goods, services and works.

- It avoids the procurement of goods that are costly, undesirable, unreliable and not durable.
- It leads to greater organisational effectiveness and efficiency

The old adage that says **“PRACTITIONERS WHO DO NOT PLAN HAVE ALREADY PLANNED TO FAIL”**

4. MY SCHEDULE

It is increasingly getting tougher. I appreciate the support that I am getting from members of the executive committee. Sometimes at short notice I request them to replace me at various functions. I have done that on numerous occasions with Councillors Schenk. This is due to the fact that we sometimes received short notice from sector departments and we would be expected to attend. An example of this is the headline that appeared in one of the local newspaper about our attendance yet we were not aware. Typical of tabloid sensationalism a huge headline ran like wild fire about our attendance.

Given the huge demand for the office of the Mayor, it is my wish to request members of the executive committee to literally manage the office when I am not around, depending on the availability of the executive committee members. I will be approaching executive committee members in this regard and solicit their views.

5. CENTRALISATION OF SUPPLY CHAIN MANAGEMENT

In the last council meeting I talked at length about the centralisation of Supply Chain Unit. I requested Councillor Schenk who is heading finance to assist in this regard. In the last MPAC workshop I continued to talk about the issue of centralisation of the unit. Today I am happy to report to Council that the matter is progressing well. We now have advertised the following post that talk to centralisation;

SENIOR BUYER

In the planned trip to a municipality of best practice, Senior Buyer must be part of the delegation which will start at Sarah Baartman which offers a best practice albeit at category C.

We want a best practice at category B which is at our level.

“I thank you”

**2) RESOLUTION OF THE NDLAMBE MUNICIPAL COUNCIL APPROVING THE
TABLED CAPITAL AND OPERATING INCOME AND EXPENDITURE FOR THE
2018/2019 FINANCIAL YEAR**

See attachment

EXECUTIVE SUMMARY

3) EXECUTIVE SUMMARY OF THE MUNICIPAL MANAGER, ROLLY DUMEZWENI, ON THE 2018/2019 TABLED BUDGET OF THE NDLAMBE MUNICIPALITY

The Ndlambe Municipality budget was a difficult budget to compile with the current economic pressures that are impacting on us. Although many say that the economy is slowly recovering we are not noticing the recovery or feeling the recovery in our revenue collection rates. It is critical that everything possible is done to collect outstanding debt due to the municipality but at the same time ensure that the costs of the services that we provide are affordable to the consumers.

The 2018/19 budget continues to focus on ensuring financial sustainability but also taking into account delivering on the programmes outlined in the Integrated Development Plan. The budget tabled reaffirms the commitment of the Ndlambe Municipality towards the prudent management of the municipal finances.

In order to move back towards financial sustainability the Ndlambe Municipality has set parameters within which financial planning is to be done and that should result in an operating surplus to increase the level of internal capital spending.

The 2018/19 Budget is premised on the following principles:

- Changing the way we do things within limited resources;
- Increasing productivity by doing more with less and managing human resources effectively;
- Ensure that there is coordination of programmes between all offices and directorates;
- Customer focused; and
- Stabilising the revenue base.
- Approval of a funded budget

The main challenges experienced during the compilation of the 2018/19 budget are similar to that of previous years and can be summarised as follows:

- The on-going difficulties in the local economy;
- The need to prioritize work, projects and expenditure within the expected revenue envelope;
- Salaries and allowance increases for municipal staff that continue to exceed consumer inflation;
- Availability of internal capital funding; and
- Increases of ESKOM and Amatola Water.
- Resourcing municipality to ensure compliance while remaining within the prescribed expenditure to salary ratio.

The challenge of balancing the need of the communities to the limited finance resources remains a serious concern and the municipality needs to look at short, medium and long term solution.

Short-term

The focus for the 2018/19 Budget year must be financial sustainability of which a key component is to collect all collectable debt due to the municipality and thus stabilize the revenue base. Vigorous implementation and enforcement of the debt collection policy is our number one priority. Adopt an aggressive approach towards cashflow improvement and debt reduction through implementation of prepaid metering devices for both water and electricity in our supply areas.

With improvements in cash-flow we anticipate implementation of key IDP priorities and improve service delivery.

Medium-term

Short-term gains realised will form basis for achievement of medium-term budget objectives. Sustainability of financial viability will continue to be our main focus. We believe that financial viability will enable us to implement the required IDP projects, improve service delivery and consequently the improve quality of life of our communities. We endeavour to invest in medium term service delivery capital projects to enhance infrastructure in our towns to attract property investors and create seasonal jobs in construction and related industries.

Long-term

In the long-term, our strong financial position will provide us with ability to raise funds to acquire service delivery assets, improve infrastructure and deal with a number of challenges impeding developments like building of houses.

The tabled 2018/2019 financial year budget is made up of total operating revenue and operating expenditure of R318,764,204.07 and R432,936 000, respectively, representing - 11% decrease on current year's operating revenue due to a decrease Municipal Infrastructure(MIG – ±R3m) and Department of Mineral Energy(DME- R0).

Revenue

Revenue will be raised from various sources to fund operating and internal capital budget. Property rates contribution is R 100,327,000 at 6.4% increase based on the current billed property rates revenue. Income from rates represents 31.47% of the total revenue operating budget. The rates percentage increase is higher than the trading services percentage increase and that is due to the trading services operating budget not over cross subsidizing services covered by rates.

Revenue from water is budgeted at R16 073 000, a decrease of 40.51% from the current budgeted revenue of R27 020 000. Income from water represents 5.04% of the total revenue operating budget. To achieve the budgeted income, water charges have been increased by 5.5% for the 2018/2019 financial year. The indigents that are subsidized for water on 6kl and the basic charges have increased in 2018/2019 (R20 244 000) by R5 405 000 as compared to 2017/2018 (R14 839 000)

Revenue from electricity is budgeted at R 58 821 000 an increase of 0.53% from the current budgeted revenue of R 58 510 000. Income from electricity represents 18.45% of the total revenue operating budget. To achieve the budgeted income, electricity charges have been increased by 6.84% in line with NERSA's guidelines for the 2018/2019 financial year. The indigents that are subsidized for 50 kWh and the basic charges have increased in 2018/2019 (R6 665 000) by R2 227 000 as compared to 2017/2018 (R4 438 000).

Revenue from sewerage and sanitation are budgeted at –R4 197 000 a decrease of 5.50% from the current budgeted revenue of R3 978 000. Income from sewerage and sanitation represent -1.32% of the total revenue operating budget. To achieve the budgeted income, sewerage and sanitation charges have been increased by 5.5% on sewerage and 5.5% on sanitation for the 2018/2019 financial year. The indigents that are subsidized at 100% on sanitation pump outs and cost of availability charges on sewerage have increased in 2018/2019 (R15 280 000) by R3 675 000 as compared to 2017/2018 (R11 605 000).

Ndlambe Municipality Tabled Budget 2018/2019

Revenue from refuse is budgeted at R 4 722 000 an increase of 2.05% from the current budgeted revenue of R4 627 000. Income from refuse represents 1.48% of the total revenue operating budget. To achieve the budgeted income, refuse charges have been increased by 5.5% for the 2018/2019 financial year. The indigents that are subsidized at 100% on a weekly removal per month have increased in 2018/2019 (R9 331 000) by R962 000 as compared to 2017/2018 (R8 369 000).

Expenditure

The tabled budget submitted to Council for approval and for public consultation provides for total operating expenditure of R432 936 000 and shows an increase of 40.58% on the current year's actual operating expenditure of R307 947 000. There are few new posts added in the 2018/2019 budget for capacitation and achievement of strategic objectives. Among the new posts is Internal Audit Manager, Coordinator Special Project Unit and Legal advisor. Employee related costs include all employees of Ndlambe Municipality but excludes Councilors allowances.

The capital budget is R69 420 000 for the 2018/2019 financial year and represents an increase of 46.22% on the 2017/2018 capital budget of R47 475 658. The capital budget is funded by grants in the sum of R25 469 000, R20 951 000 from internal funds and borrowings R23 000 000. Funding of capital expenditure from internal funds really needs to be addressed.

The top 10 capital projects for the 2018/2019 financial year are as follows:

PROJECT DESCRIPTION	FUNDER	AMOUNT
Augmentation of the Alexandria Bulk Water S	MIG	25,468,550.00
Motor Vehicle	Borrowings	15,000,000.00
Acquisition of Buildings	Borrowings	8,000,000.00
Machinery and equipment Refuse compacto	Internal	5,000,000.00
Acquisition Vehicle 2025 131	Internal	2,367,000.00
Acquisition Motor Vehicle 2025 131	Internal	1,600,000.00
Acquisitions Plant and Machinery - Pumps	Internal	1,500,000.00
Acquisitions Plant and Machinery	Internal	1,200,000.00
Upgrading of Main road in Boknes road	EPWP	1,000,000.00
Transport Assets Vehicle Acquisition	Internal	700,000.00

ANNUAL BUDGET TABLES

4) Tabled Budget supporting tables

See Annexure 2

Part 2: SUPPORTING DOCUMENTATION

OVERVIEW OF ANNUAL BUDGET PROCESS

PART 2 – SUPPORTING DOCUMENTATION

1) OVERVIEW OF THE ANNUAL BUDGET PROCESS

The annual budget process plan is attached below. The budget process plan indicated all the key deadlines that needed to be met to ensure that a credible budget was produced for presentation to Council on 31 March 2016.

NDLAMBE MUNICIPALITY BUDGET TIMETABLE FOR THE 2018/2019 FINANCIAL YEAR

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
AUGUST 2017				
10 August 2017 (Already completed)	Finalize Performance Agreements (2017/18) of Municipal Manager and Managers reporting to the Municipal Manager and submit to MEC and publicize.	Municipal Manager	Check legal requirement	
24 August 2017	Call for civil society to register for representation on Rep Forum; Update database and reconstitute public participation structures (e.g. IDP Representatives Forum)	Municipal Manager, CFO, IDP Official	Notices and newspaper advertisement	Done on the 31 August 2017
24 August 2017	IDP/Budget timetable, budget guidelines, budget instructions, IDP/budget schedule to be presented to the Budget Steering Committee.	IDP/Budget Office	Budget Steering committee minutes and attendance register	
31 August 2017	Review Process Plan and develop IDP/ Budget time schedule for 2018/19 (MFA S35(1)).	(Legal requirement) Cacadu DM and Local Municipality.	Aligned Draft IDP and Budget time schedule / Process Plan with CDM Draft Framework.	

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
31 August 2017	Submit reviewed IDP/Budget timetable, budget guidelines, budget instructions, and budget schedules for 2018/2019 to be presented to Council for adoption.	IDP/Budget Steering Committee	Council Resolution and IDP/Budget process plan	
31 August 2017	1st Meeting with Cogta-EC. To monitor development of process plans as per sec 31 of MSA	Local Municipalities in Cacadu Region	Areas identified for monitoring	
31 August 2017	Submit draft 2016/17 annual performance report	Municipal Manager, CFO, Sec 56 Managers	Letter of Acknowledgement by Office of the AG.	
SEPTEMBER 2017				
11 September 2017	Upload the IDP/Budget time schedule, process plan on the municipal website, place on notice boards and advertise in a local newspaper	IDP/Budget Office	Newspaper advert and notice	Notice is attached
11 September 2017	Chairperson of the IDP/Budget Steering Committee to establish the IDP/budget steering committee. The committee must be representative of each office and directorate	Chairperson IDP/Budget Steering Committee	IDP/Budget steering committee minutes.	

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
11 September 2017	IDP/Budget Steering Committee to meet and make suggestions on any structural changes to the budget. Report on project implementation progress, spending trends and challenges; present status quo on backlogs in preparation for the IDP Rep Forum Meetings	Chairperson IDP/Budget Steering Committee Mayor, Portfolio Cllr. Municipal Manager, CFO and Section 56 Managers	Reports, presentations, minutes and attendance register	
11 September 2017	IDP/Budget Steering Committee to set parameters for the next 3 years based on marked trends and other information available. <ul style="list-style-type: none"> ➤ Tariff increases ➤ Salary increases ➤ General expenses ➤ Repairs and maintenance ➤ Key changes to be reflected considering all strategies and studies (including institutional study) ➤ Develop priority areas ➤ Reflect on all factors that could potentially impact on future budgets. 	Chairperson IDP/Budget Steering Committee		
11 September 2017	Confirm Councils existing and new policy priorities for next three years	Chairperson IDP/Budget Steering Committee		
11 September 2017	IDP/Budget Steering Committee to determine the funding / revenue covering potentially available funding for next three years.	Chairperson IDP/Budget Steering Committee		

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
To be communicated by the District	Attend District IDP Rep Forum Meetings	IDP Co-ordinators and Mayors	Attendance Register	
January 2018 (Proposed date)	Review of the Strategic Plan	Mayor, Councillors, Municipal Manager, Directors and management	Strategic Plan document	
11 September 2017	Each office and directorate to submit to the budget steering committee all funding available to the department for the next three years, from both National and Provincial (DORA). This could for example include : <ul style="list-style-type: none"> ➤ Infrastructural Grants (MIG/EPWP/DWAF) ➤ Recurrent Grants (FMG/MSIG/) ➤ Equitable Share ➤ Other (LED) NB – funding identified is to be as per local government financial year and not National financial year.	Chairperson IDP/Budget Steering Committee All Managers / Directors		
11 September 2017	IDP/Budget Steering Committee to determine the most likely financial outlook and identify need for changes to fiscal strategies.	Chairperson IDP/Budget Steering Committee		
11 September 2017	IDP/Budget Steering Committee to review tariff structures, if necessary.	Chairperson IDP/Budget Steering Committee		
14 September 2017	Submit adopted process plans and council resolution to EC-DCoGTA, National and Provincial Treasury	IDP/Budget Office	E-mail, formal letter or Courier receipt	Submitted Proof attached

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
14 September 2017	Submit adopted schedule of key dates to external stakeholders (Sector Departments)	MM and IDP Manager	E-mail or formal letter	
18 September 2017	Managers / directors to have held a staff meeting with staff in their directorate responsible for compiling the budgets where the budget timetable, policies, guidelines, instruction and minutes of the budget steering committee are to have been discussed.	All Managers / Directors	Minutes of the meeting	
18 September 2017	Chairperson of the IDP/Budget Steering Committee to have held a meeting with all ward councillors to discuss the budget timetable, policies, guidelines, instructions and minutes of the budget steering committee.	Chairperson IDP/Budget Steering Committee		
21 September 2017	Convene first IDP/Budget Representative Forum meeting. Present adopted process plan and on project status and situational analysis of the area. Sector departments to report on 2017/18 FY project implementation progress.	Municipal Manager, Mayor and IDP Official	Presentations, minutes and attendance register	

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
29 September 2017	Ward councillors to have completed meetings with their ward committees to explain the budget process and documentation and to gather information and submit to the Chairperson of the IDP/Budget Steering Committee that is to be considered when offices and directorates do their capital / operational budgets and tariffs.	All Ward Councillors		
September 2017 (Depending on availability of external support)	In collaboration with Council, develop & publicize community based planning Review programme.	Office of the Mayor, Municipal Manager, IDP Officer, Public Participation Manager and CFO	CBP Programme	
OCTOBER 2017				
1 to 30 October 2017	Undertake ward-wide CBP workshops. Present IDP/Budget process plan / time schedule; obtain new needs to be prioritised for 2018/19.	Municipal Manager, Directors, IDP Officer, Mayor and Council	Attendance Registers, presentations and minutes and new priorities	
October 2017	Conduct gap analysis to determine level of existing development consider changes in the current environment; IDP Assessment (2018/19) and Annual Performance Report and develop corrective action plans.	Municipal Manager, Directors and IDP Official	Corrective Action Plans	

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
6 October 2017	Chairperson of the IDP/Budget Steering Committee to provide all offices and directorates with the input from Ward Councillors to consider when preparing their budgets and tariffs	Chairperson IDP/Budget Steering Committee		
10 October 2017	Q1 Performance Reporting. Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	Score sheet	
October 2017	Q1 review by Internal Audit. Preparation of Annual Performance Report for MPAC	MM, PMS Manager and Internal Audit Unit	Reviewed Reports	
16 October 2017	Municipalities receive inputs from National and Provincial Government and other bodies on factors influencing the budget – reference to legislation	All Managers / Directors		
16 October 2017	Offices and Directorates to start to prepare draft capital and operational plans with cost and revenue estimates	All Managers / Directors		

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
October 2017	<p>Convene the second IDP/Budget Steering Committee meeting.</p> <p>Report on refined objectives and strategies, planned strategic interventions and proposed amendment to the organogram in response to overcome challenges. Present consolidated proposed directorate projects and budget needs.</p>	Municipal Manager, CFO and IDP Manager	Reports, presentations, minutes and attendance register	
25 October 2017	<p>Managers and directors to assess the Human Resources component of their operating budget for the next year and for the two following years and make submissions to the finance department. Submissions would include full motivations for each post and assessments must take into consideration all known studies, establishment plan (organogram) and any other future developments over the next three years that would require a provision for costing.</p>	All Managers / Directors		
27 October 2017	<p>The submission on all offices and directorates human resources requirements to be considered by the Municipal Manager in consultation with each manager and director and to be facilitated by the chairperson of the IDP/Budget Steering Committee.</p>	Chairperson IDP/Budget Steering Committee , Municipal Manager and Directors		

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
31 October 2017	The submission of the salary and allowance component of the budget to be provided to the Human Resources Department by all managers and directors. The Human Resources Department is responsible for determining the costs associated with the submissions. Once Human Resources Department has budgeted all salary and allowance budgets for all offices and directorates, this information is then to be submitted to the relevant office or directorate.	All Managers / Directors	Salary budget per directorate	
31 October 2017	Human Resources Department to calculate required budget amount for the leave provision.	Dir. Corporate Services	Leave provision calculation	
NOVEMBER 2017				

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
15 November 2017	<p>Offices and directorates are to scientifically determine operating income and through sound budgeting techniques determine operating expenditure/costs linked to the budget for the next three years under the budget categories:</p> <ul style="list-style-type: none"> ➤ Income ➤ Salaries and Allowances (As presented by the Human Resources Department) ➤ General expenses ➤ Repairs and maintenance ➤ Capital outlay ➤ Financing charges 	All Managers / Directors		
15 November 2017	<p>The finance department will assist offices and directorates where required in determining budget figures for:</p> <ul style="list-style-type: none"> ➤ Insurance ➤ Depreciation ➤ Provision for bad debts 	All Managers / Directors		
16 November 2017 (Proposed date)	<p>Convene the second IDP/Budget Representatives Forum meeting (community engagement).</p> <p>Report on community needs; Report on interventions and strategies to deal with developmental challenges. Sectors to report on project progress for 2017/2018 and submit sector projects and indicative budget allocations for 2018/19</p>	Municipal Manager, Mayor and IDP Official	Presentations, minutes and attendance register	

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
17 November 2017	Offices and directorates are to complete the relevant capital request forms as provided by the finance directorate with all required information and to provide a summary of capital requirements for the next three financial years.	All Managers / Directors		
20 November 2017	Income, expenditure and capital budgets together with all forms and supporting documents are to be consolidated to be submitted to the finance department in the mScoa format for inclusion budget designed for three years.	All Managers / Directors	Income and expenditure budget	
27 November 2017	Offices and directorates to finalise their SDBIP's for each cost / functional centre on what is contained in the operating budget that indicate what the key objectives / measurable outputs are. The SDBIP format provided by the Office of the Municipal Manager is to have been used.	All Managers / Directors	27 November 2017	
27 November 2017	Offices and directorates to review tariffs and charges and develop options for changes to be included in the budget to be tabled.	All Managers / Directors		

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
27 November 2017	Draft operational / capital budgets and tariffs to have been completed and submitted to the Budget Office together with detailed plans (SDBIP) on all expenditure / income to be incurred for the ensuing three years.	All Managers / Directors	Draft budget submission	
DECEMBER 2017				
18 December 2017	Chairperson of the IDP/Budget Steering Committee to confirm in writing to the Mayor that all required documentation (SDBIP's, capital budget, operating budget, Tariffs) has been submitted to the finance directorate for consolidation.	Chairperson IDP/Budget Steering Committee	Letter or email	
18 December 2017	Chairperson of the Budget Steering Committee to advise the Mayor and Municipal Manager, in writing, of any office or directorate that has not submitted all budget related documentation to the finance directorate by 27 November 2017.	Chairperson IDP/Budget Steering Committee	Letter or email	
JANUARY 2018				

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
10 January 2018	Q2 Performance Reporting. Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer		
22 January 2018	All the submissions from offices and directorates are to be consolidated by the finance department with all working papers that would have been submitted in support of the proposed operating and capital budget.	Budget office		
22 January 2018	The finance directorate is to keep a central file on all budget related documents.	Budget office		
22 January 2018	The finance directorate to review all budget related policies with internal stakeholders and request written submissions on any proposed amendments from internal stakeholders.	All Managers / Directors		
22 January 2018	Chairperson of the IDP/Budget Steering Committee to confirm in writing to the Mayor that all SDBIP's, capital budgets and operating budgets have been consolidated.	Chairperson IDP/Budget Steering Committee		
22 January 2018	Finance directorate to incorporate any changes from National and Provincial Governments on three-year allocations in the budget.	Budget office		

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
22 January 2018	Finance directorate to review tariffs and charges and ensure that all costs of trading and economic services are covered by the tariff submitted by offices and directorates.	Budget office		
22 January 2018	Finance directorate to document all material changes in budgets from the previous financial year budget and report such changes to the Chairperson of the Budget Steering Committee.	Budget office		
22 January 2018	IDP/Budget Steering Committee to have met to discuss capital / operational budget to be tabled to Council, tariffs, draft SDBIP's and any material changes to the budget based on the previous year's budget. Also to ensure that anticipated expenditure meets parameters set out by National / Provincial Government.	Chairperson IDP/Budget Steering Committee		
25 January 2018	Review of performance by MPAC and adoption by Council	MPAC and Council	Moderated Reports adopted by Council	
FEBRUARY 2018				

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
8 February 2018	IDP/Budget Steering Committee Chairperson to have met with the ward councillors to discuss any anticipated changes to the operational / capital budget, tariffs and draft SDBIP's that are to be tabled to Council.	Chairperson IDP/Budget Steering Committee All ward councillors		
By mid- February 2018	IGR Session to facilitate alignment	Municipal Manager and IGR secretariat	Attendance Register	
26 February 2018	Finance directorate to finalise detailed budget to be tabled in the formats issued by National Treasury.	Budget office		
26 February 2018	Finance directorate consolidates all comments on budget related policies and inserts budget policies with internal comments into the budget pack to be tabled to Council.	Budget office		
MARCH 2018				

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
Early March 2018	<p>Convene the third IDP/Budget Steering Committee.</p> <p>Finalize internal alignment and project register. Ensure budget alignment between the draft IDP and draft SDBIP with agreed upon targets and performance indicators per project.</p>	Municipal Manager, Mayor and IDP Official	Reports, presentations, minutes and attendance register	
6 March 2018	<p>The capital/operating budget and draft SDBIP's and budget related policies presented to the IDP/Budget Steering Committee by the finance directorate and to include a high level summary and is supported by the budget forecasting model and reflects over a period of three years.</p>	Budget office		
13 March 2018	<p>Chairperson of IDP/Budget Steering Committee presents budget pack to Mayor with recommendations.</p>	Chairperson IDP/Budget Steering Committee		
Mid-March 2018	<p>Convene the third IDP/Budget Representatives Forum meeting.</p> <p>Present the final draft IDP and Draft SDBIP. Sector Dept. report on project implementation for 2017/18 and confirm project and budget allocations for 2018/19. (Finalize external project alignment)</p>	Municipal Manager, Mayor and IDP Official	Presentations, minutes and attendance register	

Ndlambe Municipality Tabled Budget 2018/2019

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
30 March 2018	Mayor to have tabled draft IDP, operating/capital budget, tariff list and budget related policies and draft SDBIP's to Council.	Executive Mayor / IDP/Budget Office	Tabled budget document and Council resolution	
APRIL 2018				
10 April 2018	Forward copy of tabled budget to National and Provincial Governments and Cacadu District Municipality for review, both electronically and in printed format.	Budget office	Email and courier receipt	
10 April 2018	Finance directorate to advertise the tabled budget approved by Council, inviting comments from all stakeholders.	Budget office		
10 April 2018	In collaboration with Council develop and publicize the draft IDP and tabled budget 2018/19 Community Engagement Programme. Make citizens aware of outreaches, prior to the adoption of the final Draft IDP and Budget. Secure venues and arrange logistics for scheduled meetings.	All Ward Councillors	Public notices.	
10 April 2018	Q3 Performance Reporting. Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	Score sheets and attendance registers	

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COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
12 April 2018	Convene 4th IDP and Budget Steering Committee. Interrogate community comments and finalize SDBIP/IDP alignment and any necessary amendments to the IDP/ budget.	Municipal Manager and IDP Official and CFO	Reports, presentations, minutes and attendance register	
19 April 2018	Convene the 4th IDP Representatives Forum meeting to present final IDP for consideration Present the FINAL IDP . Report on public engagement and outcome of the 21-days public inspection and invite any last changes or additions to sector project register.	Municipal Manager, Mayor and IDP Official	Presentations, minutes and attendance register	
23 April 2018	IDP/Budget Steering Committee to discuss and analyse additional inputs from community, ward committees, National/Provincial Governments and Cacadu District Municipality.	Chairperson Budget Steering Committee		
27 April 2018	Managers and directors to incorporate feedback from community, ward committees, National/Provincial Governments, and if required, revise the budget previously tabled to Council in consultation with the Chairperson of the IDP/Budget Steering Committee.	All Managers / Directors		

MAY 2017

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COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
Mid May 2018	Submit 2018/19 IDP/Budget to the MPAC for oversight before adoption.	Municipal Manager, CFO and Mayor	Oversight report and recommendations by MPAC	
31 May 2018	Mayor to have presented final budget to council for adoption and to have included operating / capital budget, resolutions, tariffs, capital implementation plans, operational objectives, changes to IDP/budget plans.	Executive Mayor / IDP/Budget Office	Adopted Final IDP/Budget and related budget policies and Council resolution.	
JUNE 2018				
Within 10 days after adoption	Submit adopted Reviewed IDP to the MEC for local government	MM and IDP Manager	Letter of acknowledgement	
11 June 2018	Capital / operating budget to have been presented to National Treasury and DPLG.	Executive Mayor/Budget Office		
11 June 2018	Upload the Council approved Reviewed IDP/Budget (2018/19) on the municipal website and place a notice in local newspapers for public inspection (21days).	Budget office and IDP Manager	Notice and local newspaper	
29 June 2018	Complete all the budget annexures required by National Treasury and submit to the National Data Base and submit hard copies to National and Provincial Treasury	Budget office		
29 June 2018	Finance to provide the Mayor with the consolidated SDBIP for consideration	Budget office		

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COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE	BTO RESPONSE
29 June 2018	Publish the rates tariff in the Provincial Government Gazette	Dep Dir Revenue		
Date to be communicated by COGTA	Final IDP Provincial Assessment	DM, LM, KPA leaders, CoGTA, Sector Departments	Signed MEC comments and individual assessment reports	

The following budget instructions were approved by Council and issued to all directorates and offices to assist them with the compilation of the 2018/2019 budget;

The Budget plan for the 2018/2019 financial year has been developed to meet the requirements of Act No. 56 of 2003: Local Government Municipal Finance Management Act, 2003 and Standard Chart of Accounts for Local Government Regulations, 2014, that take effect on 1 July 2018.

The main aims of the annual Budget plan are:

- ! Assist co-ordination of various areas of responsibility in implementing and reviewing the IDP and other long term plans of the Ndlambe Municipality.
- ! Provide medium term financial plans for each directorate which are linked to plans and not one year incremental budgets.
- ! Ensure that progress against the budget plans can be monitored and corrective action taken if necessary.
- ! Ensure that plans are reviewed on a continual basis in concert with the budget in-year review.

The following documents are to be produced by each directorate:

- ! Directorate's medium term budget policy statement. This document must set out the allocations for the next three years of both the capital and operating budget in mSCOA format, taking into account the strategic direction which the directorate intends taking over the next three years based on the current revenue collected.
- ! The IDP must give rise to the detailed plans that will be used to formulate the directorate's policy objective. All individual components of the policy objectives should be costed. Sufficient information is to be provided to allow priority rating.
- ! Functional operational plans must be drawn up which are to set out the operational plans for each section in a directorate per line item (SDBIP).

The above documents will influence budget allocations to each directorate so they are to be as detailed as possible.

High level strategic planning is to be undertaken while drawing up the Budget. The planning is to be long term (minimum three years) and must set out targets in terms of outcomes, levels of service delivery and general tariff policies. Service level requirements, demographics,

backlogs, etc. are to be considered. Council and community consultation by directorates has to be undertaken during the time that the directorates are drawing up their budgets.

Some IDP projects may be individual projects but many will have a widespread impact across the operational budget. In this case it must be fully costed for a minimum period of three years. The costing must include capital outlay, increase or decrease in operational expenditure, and revenue that could be generated. Directorates should at this point also consider provincial and national government priorities.

Operation budgets are to be linked to plans (SDBIP). Each directorate must compile operational plans and capital plans. The plans must be for the 2018/2019 budget year and for at least two years into the future. The plans must detail service levels, initiatives, financial forecasts and non-financial indicators. While directorates will prepare budgets at line items only, summary level information will be incorporated in the budget. Directorates need to first complete their operational plans then use the plans as a base for completing each line item. This is to ensure that directors consider high level strategy and outcomes and output objectives and do not let previous year line items drive the budget process.

Directors are to prepare line item budgets in the mSCOA format as per their operation plans. This detail will not be incorporated in the budget document but must be available in the budget process for councillors, community and other stakeholders to use in deliberations. The detailed line item budgets are to be kept by the relevant director and must agree to the published summary budget. The detailed line item budgets will be used throughout the year to gauge performance during the budget review stages.

The budget to be published will include information from the IDP, each directorate's operational plans and budget summary. Detailed budgets will only be given to directors for distribution to their relevant sections.

The actual budget document will be consolidated by the Finance Directorate and will contain functional operational plans of each directorate which would have been submitted for at least the next three years. Directorates further need to maintain a rolling plan which is to incorporate operational objectives and initiatives, financial projections, financial and non-financial performance measures and commentary on the directorates' past performance. The Finance Directorate will interrogate the directorates' detailed budgets and financial plans to ensure consistency and accuracy. From all directorates' rolling plans, an executive summary will be made in a format which will allow councillors and the community to gauge performance during the budget process.

The consultation part of the budget is very important as it is during this phase that the budget has to be fine-tuned to fit service delivery and outcome objectives of each Directorate within the economic realities of Ndlambe Municipality. It involves consultation with the community and Council and will require sensitive analysis of the budget and policy choices to fit in with the limited financial resources.

The IDP/ Budget have to be completed by the end of March 2018, must be considered by the end of May 2018 and approved by the end of June 2018. This will give directors sufficient time to pass the operational plans onto their sections prior to the start of the budget year. Regular IDP/Budget reviews are to be held between ward councillors and directorates to review the plans and determine the progress against the IDP and Budget objectives.

BUDGET POLICY GUIDELINES

1. A three-year budget is to be prepared in mSCOA format.
2. Council's IDP is to be consulted throughout the budget process.
3. Salary increases are to be budgeted for by the relevant directorate / office with $\pm 7.5\%$ increase plus notch.
4. Noticeable changes and/or adjustments to income and expenditure are to be reported on.
5. Relevant documentation to be completed with regard to capital expenditure.
6. Expansion and/or restriction to any service to be reported on.
7. Request for posts to be filled during the next three budget periods to be handed to the human resources per the dates reflected on the budget time-table.
8. Average increase on the annual budget is to be limited as far as possible to the guidelines by the Department of Finance to 6.4% for 2018/2019, 5.7% for 2019/2020 and 5.6% for 2020/2021.
9. NERSA is to be contacted for guidelines on the increase in electricity income.
10. Councillors and stakeholders are to be involved in the Budget process at all times.

INSTRUCTIONS

1. Consult all relevant legislation including circulars when completing your budget.
2. Clearly indicate the budget year on the working sheets. Use red ink for 2018/2019, blue for 2019/20 and black for 2020/21 to eliminate any confusion.
3. All items on the budget are to be budgeted for (including electricity/water, rates, insurance, etc.) - do not leave any gaps.
4. Tariff by-laws are to be consulted when calculating tariffs.
5. All amounts budgeted must be rounded off to the nearest R10,00.
6. The Budget timetable is to be strictly adhered to.
7. SDBIP has to be completed for all income / expenditure as per the attached circular from National Treasury and ensure that the SDBIP corresponds with the OPEX AND CAPEX.
8. The Budget co-ordinators are Ms N Matthews and Mrs U Xako.
9. The capital request form A, B and C are to be completed in respect of every capital item placed on the budgets for the three years. If capital request forms are not completed the capital item will be removed from the capital budget.

The budget policies, guidelines, national treasury circulars, budget regulations and instructions were presented to all managers and directorates in August 2015. The new budget formats continue to be a challenge and submissions to Council and stakeholders will be improved on as we move forward to mSCOA.

**OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET
WITH INTERGRATED DEVELOPMENT PLAN**

2) OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH THE INTEGRATED DEVELOPMENT PLAN

Directorates aligned all operating and capital expenditure to the goals and actions as set out in the Integrated Development Plan. On the capital budget, the operating budget and the service delivery budget implementation plan directors have provided IDP numbers where possible to highlight the linkages. The budget is linked to the following main strategic goals and objectives as per the Integrated Development Plan;

- Basic Services Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public participation
- Cost effective and sustainable service delivery

Through the process of drafting the budget the key responsibilities of the Ndlambe Municipality were taken into account;

- Provide democratic and accountable government for all local communities of Ndlambe.
- Ensure the provision of services to all the Ndlambe community in a sustainable manner

Promote social and economic development

- Promote a safe and healthy environment
 - Encourage the involvement of all communities and community-based organizations in the matters of local government
 - Maximizing of infrastructural development through the utilization of all available resources
 - Implementation of effective management systems, internal controls and procedures
 - Ensure we have a skilled, committed and motivated workforce
- Comply with the Batho Pele principles

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

3) MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

Department	Institutional Objective	Focus Area	Programme	Strategic Initiatives	Indicator	Means of Verification
KPA 1: BASIC SERVICE DELIVERY						
Infrastructure	Develop state-of-the-art physical infrastructure	State-of-the-art physical infrastructure	CAPEX fund mobilization	% of target funds raised	SAI 1.2.1: Number of funding partnerships established	DORA Confirmation letters
Infrastructure		State-of-the-art physical infrastructure	Bulk Water & Sewerage Infrastructure Development	Identification of potential projects & sites (Bulk water only)	SAI 1.2.2: Number of Identified projects and sites	Consultants' report
Infrastructure					SAI 1.2.3: number of increased households with access to sanitation services	
Infrastructure				Pre-feasibility studies of identified infrastructure projects - to include integration into NM Master plan	SAI 1.2.4: Pre-feasibility studies of identified projects & sites	Pre-feasibility report

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Infrastructure				Identification possible sources of funding & Development of Business Plans	SAI 1.2.5: of identified sources of funding & Business Plan of projects identified	Number of sources of funding	Identified projects Report - Project Business Plans
Infrastructure				Development / Intensification of partnerships with funders & investors	SAI 1.2.6: of partners & engagement	No. of funders	MOUs
Infrastructure				Sourcing of funding	SAI 1.2.7: Confirmation of allocation	% of funding	DORA & Confirmation letters
Infrastructure				Feasibility studies of funded projects	SAI 1.2.8: of feasibility studies for funded projects completed	Number of studies completed	Record of decisions (environmental impact assessment report) Procurement documents
Infrastructure				Water Conservation & Demand Management Strategy development & Implementation (to include Harvesting of Rain & Storm Water)	SAI 1.2.9: Conservation Demand Strategy	Water Conservation & Management	Strategy & Implementation Report

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Infrastructure				Blue drop compliance (Water budget ring fencing, deal with process/ technical issues)	SAI 1.2.10: implementation of action plan to improve compliance	%	Blue drop assessment report - Action Plan
Infrastructure				Green drop compliance (same as blue water issues)	SAI 1.2.11: implementation of action plan to improve compliance	%	Green drop assessment report - Action Plan
Infrastructure			Roads & Storm Water infrastructure development programme	Roads condition assessment	SAI 1.2.12: Assessment of Road categories and kilometres requiring maintenance & upgrading		Assessment Report
Infrastructure				Roads and Storm Water Master Plan Development	SAI 1.2.13: Development of Roads & Storm Water Master plan development		Draft Roads Master Plan
Infrastructure				Identification of possible sources of Funding & Development of Business Plans	SAI 1.2.14: Number of Identified sources of funding & Business Plan for identified roads projects		Identified projects Report - Project Business Plans

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Infrastructure			Green renewable energy infrastructure	Identification of possible sources of Funding Development of Business Plans for electricity infrastructure construction, upgrading & maintenance (to include green sources of energy)	SAI 1.2.16: Number of identified sources of funding & Business Plan of projects identified for electricity infrastructure construction, upgrading & maintenance (to include green sources of energy)	DORA Confirmation letters
Infrastructure			Town planning Estates & Building Control	Processing of Land use applications	SAI 1.2.18: % of applications processed within legislated time	Updated land use register
Infrastructure				Identification of possible sources of Funding Development of Business Plans for the Reviewing SDF & Developing an eCadastral	SAI 1.2.19: Number of identified sources of funding & Business Plans submitted	Confirmation letters

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Infrastructure				Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past spatial planning regimes	SAI Reviewed development framework in line with SPLUMA, Land audit, eCadastre system in place	1.2.20: Spatial framework in	
Infrastructure				Framework for mixed housing development	SAI Framework for housing development in place	1.2.21: Mixed development in	Mixed Housing framework report
Infrastructure			Lease administration	Leasing of caravan parks	SAI Enhanced caravan infrastructure	1.2.22: Caravan park	Confirmation letters
Community	Create a safe and secure living environment	A safe and secure living environment	Safe, secure & healthy neighborhoods programme	Identify key projects & Funding sources / mechanisms	SSE 2.3.1: sources of funding & Business Plan of the identified projects	Identified	DORA, Finance - Rates & Taxes receipts, Business Plans
Community				Source the required funding for identified projects	SSE 2.3.2: received from the business plans	% Funding	Confirmation letters
Community				Engagement with potential litigators	SSE 2.3.3: engagements with potential litigators	No. of	Minutes & registers of stakeholder engagements

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Community				Enhancement of by-laws enforcement	SSE 2.3.4: reported (written / verbal fines / arrests / outcomes) comprehensively dealt with	% of infringements warning/ fines / court outcomes)	Reported infringements (written / verbal fines / court outcomes) comprehensively dealt with
Community				Enhancement of traffic management services - (Traffic - Drivers / learners licenses & motor vehicle licences)	SSE 2.3.5: Required management measures are implemented according to legislation	2.3.5: traffic	
Community					SSE 2.3.6: of all applications of all learners and drivers licenses is completed within the confirmed timelines	%	Completed applications and examination reports, - Bookings backlog report
Community				Improve the effectiveness of fire & emergency services in the whole of Ndlambe municipality	SSE 2.3.7: of all reported fire and emergency related incidences are dealt with comprehensively	%	Incident report

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Community				Improve the effectiveness of environmental health services in Ndlambe	SSE 2.3.8: % of applications & random inspections of food premises carried through to completion	Business licenses, Certificate of acceptability, Completed inspection tools, compliance notices
Community					SSE 2.3.9: % of reported notifiable medical conditions from within Ndlambe carried out	Hospital report, Environmental health practitioners report
Community				Improve the effectiveness of waste & cleansing services in Ndlambe - Zero waste campaign (proactive recycling - link with SMME development)	SSE 2.3.10: % of refuse removals and cleansing services carried out as per relevant schedules	Refuse removal and cleansing services carried out according to the relevant schedules
Community					SSE 2.3.11: % of waste separation at source / processed where measuring equipment exists	Zero waste campaign report

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Community				Improve the effectiveness of the Parks & recreation services in Ndlambe covering parks, public open spaces, sports fields & cemeteries	SSE 2.3.12: % of complaints on unkempt parks, public open spaces, cemeteries attended to	Complaints register, Verification forms
Community					SSE 2.3.13: No of Maintenance carried out on sports fields & cemeteries & recreational areas as per maintenance schedule	Maintenance schedule
Community	Preserve the natural beautiful environment	Natural beautiful Ndlambe Municipality environment	Environment Protection Programme	Effective environmental education & awareness	NBE 3.1.1: No. of adults & scholars serviced in line with environmental themes & number of programs as per environmental calendar	Education awareness verification document
Community				Blue flag beach management (Impact on tourism)	NBE 3.1.2: No. of beaches obtaining full blue flag status and pilot blue flag beach status	Blue flag applications POEs and Blue flag certificates, blue flag inspections sheets

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Community			Environmental compliance	NBE 3.1.3: of law enforcement patrols carried out estuaries, beaches, nature reserves (Impact of patrols, reduced violations)	No.	Patrol sheets, fines and written warnings issued
Community			Nature reserve management	NBE 3.1.4: Ecological capacity of the reserve not exceeded, effectively manage the accommodation estb in the reserve including maintenance of hiking trails, No. of fence patrols	Game count surveys & records	
Community			Disaster management programme	Start the process of implementing the disaster risk assessment outcomes from SBDM	NBE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Disaster avoidance / mitigation & management strategy & plan
KPA 2: ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT						
Corporate			Relevant advertisements and notices done within the legislated time frames	OEG 1.1.27: Relevant advertisements and notices are done within the legislated time frames	%	Advisement / Notices

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Corporate			Customer Care	Response time and resolution of complaints to be within 7 days of receipt	OEG 1.1.28: Reduction in response time and resolution of complaints to be within 7 days of receipt	Complaints register
Corporate			Team building	Team building exercise to enhance service delivery through motivation, silo elimination & discovery of new / latent skills [Corporate services, All]	OEG 1.1.29: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Perception survey report - actioned items & attendance numbers
Corporate			Capacitation of Municipality workforce & Council	Closing of skills gap	OEG 1.1.30: gap closed as per baseline % skills	Internal perception survey
Corporate			Wellness programme	Development of effective wellness program	OEG 1.1.31: % of days lost for sick leave	Leave reports
Corporate			Libraries		OEG 1.1.31: Number of ventures increasing public access to libraries and information services	

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Corporate			Employment Equity		OEG 1.1.32: of the people employed must comply with the targets set in Employment Equity Plan for designated groups	EE Report
Corporate			Job Evaluation		OEG 1.1.33: Mechanisms for Job Evaluation put in place	Job Evaluation reports
Finance			Performance Management	A Municipal Performance Plan in place	OEG 1.1.34: Performance plan developed and adopted.	
Finance				PMS Framework in place and cascaded to Supervisory and Management levels	OEG 1.1.35: Framework reviewed and a plan to cascade in place	
Finance				Enhance performance reporting	OEG 1.1.35: Municipal quarterly, mid-year and annual performance reports compiled according to applicable prescripts	
Finance						
Finance			Integrated Development Planning		OEG 1.1.36: Reviewed IDP annually and adopted according to applicable prescripts	

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Corporate	Position the municipality as a learning hub of excellence	Ndlambe municipality as a learning hub of excellence	Entrepreneurship development programme	Partner with SGBs to promote entrepreneurship at school level through conditional funding	LHE 2.4.1: conditional programmes in place	No. of funding	Entrepreneurship bursaries
Corporate			Centres of excellence programme	Develop centres of excellence - (Agriculture, Aviation, New economy technologies) (LED)	LHE 2.4.2: strategic partners engaged successfully	No. of engaged	Partnership agreements
Corporate				Provide conditional bursary schemes for youth artisanal & new economy skills training	LHE 2.4.3: of conditional bursaries awarded	No. bursaries	Awarded bursaries
Special Projects				Improvement in the implementation of Indigent Policy	CAS 2.2.4: households having access to free basic services	% Indigent	Indigent access to basic services reports
Special Projects			Social Issues & Special Projects / Programmes	Develop Special Projects Unit strategy and policy for the unit	CAS 2.2.5: policy for the Special Projects unit in place	Strategy and Special Projects	Special Projects Policy & Strategy report
Special Projects				Establish Youth, Women & Disability Forums	CAS 2.2.6: Women & Disability in place	Youth, Women & Disability Forums	Youth, Women & Disability Forums reports

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KPA 3: LOCAL ECONOMIC DEVELOPMENT							
LED	Develop vibrant, rapidly growing, employment generating agri-based economy	A vibrant, rapidly growing, Agri-based, employment generating economy	LED agri-based projects funds mobilization	Identification of possible sources of funding for SMEs support for agriculture production, agro-processing - (Chicory, Horticulture, Dairy)	VAE 1.3.1: identified sources of funding for SMEs development support, % engaged & % target funds raised	No. of funding	DORA Confirmation letters &
LED				Agri-based projects implementation (Chicory, Horticulture, Dairy)	VAE 1.3.2: SMEs horticulture projects at implementation stage	No. of projects	Project implementation plans
LED	Develop vibrant, rapidly growing, employment generating tourism based economy	A vibrant, rapidly growing, tourism based, employment generating economy	LED tourism projects funds mobilization	Identification of possible sources of funding for SMEs support for heritage tourism	VTE 1.4.1: identified sources of funding for SMEs support for heritage tourism	No. of funding	List of possible sources of funding
LED				Development / Intensification of partnerships with possible funders & investors	VTE 1.4.2: identified potential SME heritage support partners & funders engaged	% of SME	MOUs, MOAs

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LED					Sourcing of funding for SMMEs support for Heritage Tourism Projects	VTE 1.4.3: business plans for identified & engaged possible funders for SME heritage tourism support & developed, submitted & funded	DORA Confirmation letters
LED	Develop a vibrant, rapidly growing, employment generating Oceans economy	A vibrant rapidly growing Oceans economy	Blue Oceans economy program	Partner with global partners /investors advanced opportunities in the Oceans economy	VOE 1.5.1: Partnerships established / Investors	No. of	Partnership agreement
LED				Sourcing of funding for the development of identified oceans economy initiatives (Development of small harbor in PA, Dredging of the Kowie river project, Kowie river banks rehabilitation project, Manufacturing, assembly and repairs of boats project)	VOE 1.5.2: potential initiatives funders engaged, business plans submitted & funded	% of	DORA Confirmation letters

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LED					Sourcing of funding for the development of SMMEs and maritime skills	VOE 1.5.3: potential funders / partners for the development of SMMEs and maritime skills engaged , business plans submitted & funded	DORA Confirmation letters	&
LED	Develop a vibrant, rapidly growing, "New economy" employment generating based economy	A vibrant rapidly growing "New economy" technologies based employment generating economy	"New" economy development programme for the youth	Promote new economy technologies: ITCs, Cyber security, Precision agriculture, Renewable energies (Solar, Hydrogen cell, Wind)		VNE 1.6.1: New economy strategy in place	New Strategy Report	Economy
LED				Undertake feasibility studies for prioritized projects	VNE 1.6.2: Feasibility studies of new economy technologies prioritized undertaken	Feasibility reports		studies
LED				Establish linkages with BRICS partners	VNE 1.6.2: linkages with BRICS partners established	BRICS report	Linkages	
LED			Productivity & competitiveness programme	Use of Open Innovation platforms to gain competitive advantage	VNE 1.6.3: Open Innovation platforms challenges	Open Innovations Challenges reports		

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LED	Develop support adventure and extreme water sports	Support adventure and extreme water sports	Ndlambe signature events	Develop concept document to create partnership with events organisers of: • Bathurst Ox braai • Bathurst Agricultural Show • 4x4 Rally in Bathurst and Mansfield • Rowing • Anything that floats (Kenton on Sea)	EWS 3.2.1: document developed and discussed with potential signature events partners	MOUs, MOAs
LED				Develop calendar of signature events	EWS 3.2.2: Adventure & extreme sport Signature events calendar in place	Signature events calendar
Special Projects	Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	Sustainable, efficient, cost effective, adequate and affordable services to all our citizens		Participation of previously disadvantaged groups in the local economy put in place	CAS 2.2.3: projects for participation of previously disadvantaged groups in the local economy put in place	Project reports
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						

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Finance	Improve the municipal systems operational efficiencies and governance of the municipality	Operational efficiencies and governance	Unqualified audit	Unqualified audit 2018	audit	OEG 1.1.1: compliance with Action Plan	100% Audit	Audit report
Finance			Enhanced fiscal discipline programme	Centralise Chain Management	Supply Chain Management	OEG 1.1.2: of Supply management through a centralized system	% chain out	Functional Centralised Supply Chain Management system
Finance				Reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy		OEG 1.1.3: reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	% irregular	Audit report
Finance				Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February	budget approved by Council in terms of all legislated requirements by 28th February	OEG 1.1.4: Compliant adjustment approved by Council in terms of legislated requirements by 28th February	% budget approved by all	Report on compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February

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Finance				Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	OEG 1.1.5: supplementary rolls in place	No. of valuation	Supplementary valuation reports
Finance				Improve expenditure of allocated budgets	OEG 1.1.6: Expenditure approved budget	% on spend	Expenditure reports
Finance				Compliance with budget preparation and budget related policies finalisation in accordance with the MFMA	OEG 1.1.7: Compliance of budget preparation & budget related policies finalization within MFMA prescripts	% of budget	Compliant budget preparation and budget related policies finalisation in accordance with the MFMA
Finance				Number of in year budget performance reports as required by MFMA submitted on time	OEG 1.1.8: year budget performance reports as required by MFMA submitted on time	% of in performance	Compliant budget performance reports

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Finance				Positive cash flow management according to MFMA and its regulations maintained	OEG 1.1.8: positive cash flow management according to MFMA and its regulations maintained	No. of flow	Monthly Cash Flow reports
Finance				Reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	OEG 1.1.9: reduction of irregular expenditure related to procurement documentation in line with legislation and SCM Policy	%	Audit report
Finance				Measures in place to monitor and control fruitless and wasteful expenditure	OEG 1.1.10: Reduction in fruitless and wasteful expenditure	%	Audit report
Finance				Maximise interest returns on investment opportunities	OEG 1.1.11: returns	% Interest	Investment Register
Finance			Enhanced governance programme	Compliance with legislated reporting requirement in line with SCM Policy and MFMA	OEG 1.1.12: Compliance with legislated SCM reporting requirement in line with SCM Policy and MFMA	%	Compliant reports SCM

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Finance				Standard operating procedures operationalised in accordance with SCM policy and legislation	OEG 1.1.13: operating procedures operationalised in accordance with SCM policy and legislation	% procedures in policy	Standard operating procedures operationalisation reports
Finance				Steps taken to mainstream the implementation of the SCM according to the policy and good practise	OEG 1.1.14: Compliance with steps to mainstream the implementation of the SCM according to the policy and good practise	% to the SCM	Report on steps to mainstream the implementation of the SCM according to the policy and good practise
Finance				Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	OEG 1.1.15: Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	% of statements	Audit report
Finance				Increase in the number of finance employees that are competent (SETA certification) on minimum	OEG 1.1.16: the number of finance employees that are competent (SETA certification) on minimum	Increase in finance that are (SETA certification) on minimum	HR Finance Skills reports

Ndlambe Municipality Tabled Budget 2018/2019

Finance					Manage Systems and procedures to ensure all creditors paid within legislated or contractual deadlines	OEG 1.1.17: % Creditors paid within legislated 30 days or contractual deadlines	Outstanding Creditors Report
Finance					Manage Systems and procedures to ensure all Councillors and employees are paid according to legislation, policy and conditions within legislated or contractual deadlines	OEG 1.1.18: % of councillors and employees are paid according to legislation, policy and conditions within legislated or contractual deadlines	Monthly payroll reports
Finance					Manage Systems and procedures to ensure all Statutory Payments (PAYE, VAT, Levies, etc) are paid according to legislation, policy and conditions within legislated or contractual deadlines	OEG 1.1.19: % of Statutory Payments (PAYE, VAT, Levies, etc) paid according to legislation, policy and conditions within legislated or contractual deadlines	Statutory payments return forms

Ndlambe Municipality Tabled Budget 2018/2019

Finance				Put in place asset management system with fixed asset register in place as prescribed by GRAP and the MFMA	OEG 1.1.20: progress towards asset management system with fixed asset register in place as prescribed by GRAP and the MFMA	% asset	Asset Management System report and fixed asset register
Finance				Account for, manage, and insure all municipality assets of the municipality managed	OEG 1.1.21: assets of the municipality accounted for, insured and managed	% of	Insurance Portfolio and claims records
Finance				Reduction of stock losses	OEG 1.1.22: Reduction of stock losses	%	Stock losses reports
Finance				Increased use of mSCOA financial modules or system	OEG 1.1.23: elements of mSCOA financial modules of system utilised	No. of	mSCOA modules utilisation reports
Finance				Increase in number of staff trained to effectively use the mSCOA financial system	OEG 1.1.24: staff trained to effectively use the mSCOA financial system	No. of	mSCOA utilisation competency assessment
Finance				Develop a framework for financial delegations of authority in place as prescribed by the MFMA	OEG 1.1.25: Framework for financial delegations of authority in place as prescribed by the MFMA		Framework for Financial Delegations of Authority

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Finance				Decrease in the number of qualification matters and matter of emphasis raised by the Auditor-General relating to finance to obtain a unqualified audit	OEG 1.1.26: qualification matters raised by the Auditor-General relating to finance to obtain a unqualified audit	No. of	Audit report
Finance	Improve financial viability of the municipality	Financial viability of the municipality	Alternative funding options strategy	Identify alternative sources of funding & develop additional revenue generating strategies	FVM 2.1.1: Budget realized	% Target	Memo, Municipal account
Finance				Engage financial advisory services	FVM 2.1.2: Financial advisors in place	Financial	Contract / SLA
Finance				Increase budget provision for asset repairs and maintenance	FVM 2.1.3: Increased budget provision for asset repairs and maintenance	%	Asset repairs & maintenance budget
Finance			Improved billing & revenue collection	Ensure optimal billing for services	FVM 2.1.4: Meter reading reports	No. of	Meter reading reports
Finance				Revenue collection improvement	FVM 2.1.5: Revenue collection efficiency	% Revenue	Revenue collection reports

Ndlambe Municipality Tabled Budget 2018/2019

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MM	Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	Sustainable, efficient, cost effective, adequate and affordable services to all our citizens		Improve coordination & stakeholder management	CAS 2.2.7: coordinated stakeholder engagements	Coordinated events & engagements reports
MM				Make noise and be heard for each deliverable milestone	CAS 2.2.8: milestones broadcast	Milestones broadcast report
MM					CAS 2.2.9: No. of Programmes to minimise the socio-economic impact of HIV/AIDS in place	

OVERVIEW OF BUDGET – RELATED POLICIES

4) BUDGET RELATED POLICIES

The Municipal Finance Management Act and Reporting Regulations require that all budget and budget related policies be reviewed, and where applicable, be updated on an annual basis.

The draft budget related policies are as follows:-

- ❖ Rates Policy
- ❖ Indigent Policy
- ❖ Budget Policy
- ❖ Creditors, Staff and Councilors Payment Policy
- ❖ Credit Control and Debt Collection Policy
- ❖ Funding and Reserve Policy
- ❖ Virement Policy
- ❖ Subsistence and Travel Policy
- ❖ Policy and Procedures for Irregular and Fruitless Expenditure
- ❖ Fixed Asset Policy
- ❖ Supply Chain Management Policy
- ❖ Write-off of Irrecoverable Debt Policy
- ❖ Loans Policy
- ❖ Tariff Policy
- ❖ Management of Accumulated Surplus and Bad Debt Policy

Stakeholders are requested to comment on the policies listed above before the budget is presented to Council for final adoption.

The following finance policies also have an impact on the budget;

- ❖ Banking and Investment Policy
- ❖ Imprest/Petty Cash Policy
- ❖ Entertainment Policy
- ❖ Unforeseen and Unavoidable Expenditure Policy

All of the above policies can be viewed on the Ndlambe Municipality website www.ndlambe.gov.za

OVERVIEW OF BUDGET ASSUMPTIONS

5) OVERVIEW OF BUDGET ASSUMPTIONS

Numerous factors contributed to the 2018/2019 financial year's budget and again it has been one of the most difficult budgets to fund. The greatest difficulty was to ensure a funded budget, while providing relief to rate payers in the form of rates rebates, complying with grap standards in terms of providing for depreciation and other provisions while keeping annual percentage increase at minimum.

The economic conditions in which we have had to operate over the past year have resulted in an increase in outstanding debtors and limited funds going to capital development and maintenance. The continued high increases imposed on electricity relative to low municipal increases allowed by the regulator and the increases projected for outer years not only impacts on electricity purchased for re-sale but has a negative impact on operational budgets.

From own usage perspective, the increase impacts on our operating costs, for electricity consumed by water and sewer treatment plants, municipal buildings, street lights and high mast lights to name a few. This increase must be viewed jointly with other operating expenses like wages. Consequently it may not be possible to remain within the growth parameters recommended by National Treasury in their budget circular for all municipal services.

Over the past few years Ndlambe Municipality has made a provision of R5m to be funded from own revenue, very little has been achieved in this regard due to a decline in payment of debt partly influenced by our economic status. Repairs and maintenance expenditure was kept at minimal, rates rebates, depreciation and receivables impairment were not fully provided for balance the budgets ensuring that the increases imposed were acceptable to all stakeholders.

This approach had impacted negatively in Audit outcomes, manifested in unauthorized expenditure and unfunded budget. 2018/19 budget has made the necessary provisions. The provisions meant an increase in expenditure which would require a very conservative prudent budget approach.

Using the proposed assumptions and trying to keep the increase to consumers at affordable levels has once again impacted on both the capital and operating budgets.

OVERVIEW OF BUDGET FUNDING

6) OVERVIEW OF BUDGET FUNDING

The 2018/19 budget is predominantly funded from rates, service and usage charges, grants and subsidies.

Total revenue budget of R318 764 204 budgeted for from rates, service and usage charges, excludes the equitable share and DORA operating grants.

The environmental operating budget is funded through subsidies received from the Sarah Baartman District Municipality.

Operating Revenue

See Annexure 2 attached

The budget will remain a plan which can only be realized through on availability of cash, therefore actual expenditure can only be incurred when the cash flow permits and that will on happen by increasing our collection rate.

Capital Expenditure

See Annexure 3 attached

The capital expenditure table shows that Ndlambe Municipality internal reserves are totally depleted and that we are now reliant on government grants and external funding. It is now essential that all projects are carefully considered and that the impact of the funded projects on the operating budget, infrastructure network and availability of water is taken into account before they are approved. It will be detrimental to continue with funded projects if our operational budget will not be able to carry them, the infrastructure network does not have the capacity to accommodate it and water is not available for the project. It is important for Directorates to be aware of funded projects to be able to provide for such in the budgets. Awareness will provide an opportunity for re-allocation of the limited operational budget.

Ndlambe Municipality has reached its borrowing capacity, external loans to fund capital expenditure is not an option to fund capital expenditure.

NDLAMBE ALLOCATIONS, GRANTS AND SUBSIDIES

7) NDLAMBE ALLOCATIONS OF GRANTS AND SUBSIDIES

NAME OF GRANT	2018/2019	2019/2020	2020/2021
Financial Management Grant (FMG)	R 1,970,000.00	R 2,435,000.00	R 2,867,000.00
Expanded Public Works Programme (EPWP)	R 1,000,000.00	R -	R -
Municipal Infrastructure Grant (MIG)	R 26,809,000.00	R 27,295,000.00	R 28,641.00
Intergrated National Electrification Programme Grant (INEG)	R -	R 6,400,000.00	R 5,000,000.00
Equitable Share-Ward Committees	R 300,000.00	R 314,000.00	R 318,000.00
Library Grant	R 2,700,000.00	R 2,848,500.00	R 3,005,168.00
Councillor's Remuneration	R 3,826,000.00	R 4,017,000.00	R 4,218,000.00
Environmental Health Subsidy	R 1,563,229.00	R 1,649,207.00	R 1,739,913.00
Equitable Share	R 84,115,000.00	R 91,454,000.00	R 99,666,000.00
TOTAL	R 122,283,229.00	R 136,412,707.00	R 116,842,722.00

**ALLOCATIONS AND GRANTS MADE BY THE
MUNICIPALITY**

8) ALLOCATIONS AND GRANTS MADE BY NDLAMBE MUNICIPALITY

<i>Grants and Subsidies made</i>	<i>Budget Amount 2018/2019</i>
Bursaries	150,000.00
SMME development	500,000.00
Soup kitchen	100,000.00
LED poverty relief	70,000.00
Grants in Aid	100,000.00
Tourism	715,008.00
Total	1,635,008.00

The above are the only allocations and grants budgeted for by the municipality. During the financial year, Council may resolve to make further allocations or grants based on the merits of the applicant.

**Councilor and board member allowances and
employee benefits**

9) COUNCILOR ALLOWANCES AND EMPLOYEE BENEFITS

COUNCILORS ALLOWANCES 2018/2019

See annexure 2

SECTION 57 EMPLOYEES BUDGET 2018/2019

See annexure 2

MONTHLY TARGETS FOR REVENUE, EXPENDITURE AND CASH FLOW

10) MONTHLY TARGETS FOR REVENUE, EXPENDITURE AND CASH FLOW

See annexure 2

The monthly targets for revenue expenditure and cash flow is to be found under annual budget tables, section 4 of part 1, tables SA22, SA23, SA24 and SA30 for the 2018/2019 financial year. Table SA 29 in the same section provides monthly projections for capital expenditure by vote.

From the information provided it is clear to note that expenditure can only be incurred if the revenue is in our bank account. Cash flow management is going to have to be a priority throughout the year and directors will only be permitted to incur expenditure if the revenue has been received.

**DRAFT ANNUAL BUDGET AND SERVICE DELIVERY AND BUDGETS IMPLEMENTATION
PLANS - INTERNAL DEPARTMENTS**

**11) DRAFT ANNUAL BUDGETS AND SERVICES DELIVERY AND BUDGET
IMPLIMENTATION PLANS PER DIRECTORATE**

The draft service delivery budget implementation plan will be available after Council has adopted the 2018/2019 Draft budget.

**CONTRACTS HAVING FUTURE BUDGETARY
IMPLICATIONS**

12) CONTRACTS HAVING FUTURE BUDGETARY IMPLICATIONS

The contracts that have a financial obligation of more than three financial years are Munsoft (Pty) LTD service provider for the financial system, Uber Tech Technologies the service provider offers support on information technology, Telkom SA offers the service of communication services and Manalec (PTY) LTD offers the management and electricity service for Alexandria and Port Alfred Town/Surburb and Thornhill.

Service Provider/Organisation	Service Provided	Start Date	End Date	2017/2018	2018/2019	2019/2020	2020/2021
Munsoft (PTY)	Financial System	01 January 2018	01 May 2019	1.776.120.00	1.873.806.60	1.976.865.96	-
Uber Tech Technologies	Support on Information Technology	01 July 2015	30 June 2018	2.200.000.00	1.192.620.00	-	-
Telkom SA	Telephone / communication services	06 May 2015	31 May 2018	1.662.958.00	159.076.00	167.825.00	177.055.00
Manalec (Pty) LTD	Electricity Services	01 October 2016	Month to Month	12.000.000.00	15.500.000.00	16.352.500.00	17.251.887.00

CAPITAL EXPENDITURE DETAILS

13) CAPITAL EXPENDITURE DETAILS

Capital expenditure for the 2018/2019 financial year will be funded mainly by grants as follows;

See annexure3 attached for details

FUNDER	SOURCE	2018/2019	2019/2020	2020/2021
REVOLVING FUND (INTERNAL)	INTERNAL	14,602,704	-	-
FINANCIAL MANAGEMENT GRANT	FMG	82,800	-	-
MUNICIPAL INFRASTRUCTURAL GRANT	MIG	25,468,550	25,930,250	27,208,950
INEG	INEG	-	6,400,000	5,000,000
FINANCE LOANS	FINANCE LOANS	23,000,000	-	-
EXPANDED PUBLIC WORKS PROGRAMME	EPWP	1,000,000	-	-
EQUITABLE SHARE	EQ SHARE	120,500	-	-

The following are the top ten valued projects that will be undertaken by Ndlambe Municipality during the 2018/2019 Financial Year

See annexure 3 attached for details

PROJECT DESCPTION	FUNDER	AMOUNT
Augmentation of the Alexandria Bulk Water Supply Phase 1	MIG	25,468,550.00
Motor Vehicle	Borrowings	15,000,000.00
Acquisition of Buildings	Borrowings	8,000,000.00
Machinery and equipment Refuse compactor	Internal	5,000,000.00
Acquisition Vehicle 2025 131	Internal	2,367,000.00
Acquisition Motor Vehicle 2025 131	Internal	1,600,000.00
Acquisitions Plant and Machinery - Pumps	Internal	1,500,000.00
Acquisitions Plant and Machinery	Internal	1,200,000.00
Upgrading of Main road in Boknes road	EPWP	1,000,000.00
Transport Assets Vehicle Acquisition	Internal	700,000.00

LEGISLATION COMPLIANCE STATUS

14) LEGISLATION COMPLIANCE STATUS

The Ndlambe Municipal Councilors and staff are committed to comply fully with all legislation impacting on local government. Section 195(1) of the Constitution sets the basic values and principles that local government must adhere to. To comply fully with all legislation, the municipality must also adhere to circulars issued in line with the legislation and all regulations promulgated to give effect to certain legislation.

The main pieces of legislation that Ndlambe Municipality needs to comply with are;

- The Constitution of the Republic of South Africa
- Local Government: Municipal Structures Act, Act 117 of 1998 with all amendments to date
- Local Government: Municipal Systems Act, Act 32 of 2000 with all amendments to date
- Local Government: Municipal Finance Management Act, Act 56 of 2004 with all amendments to date
- Local Government: Property Rates Act, Act 6 of 2004 with all amendments to date
- Electricity Act of 1987
- Labour Relations Act of 1995
- Financial and Fiscal Commission Act of 1997
- Intergovernmental Fiscal Relations Act of 1997
- Water Services Act of 1997
- Municipal Demarcation Act of 1998
- National Environmental Management Act of 1998
- Remuneration of Political Office Bearers Act of 1998
- Skills Development Act
- Preferential Procurement Policy Framework Act of 2000
- Intergovernmental Relations Framework Act of 2005
- Division of Revenue Act
- Fuel Card User Policy

Circulars and regulations are published from time to time to give effect to the stipulations of the legislation and these also need to be complied with. Certain circulars are however only to be complied with if adopted by Council.

At present the Ndlambe Municipality does not comply with all the existing legislation and the aim is to ensure that by the end of the 2018/2019 financial year all legislation is complied with. This matter has been pointed out in the report of the Auditor-General for the past few years and is in the process of been addressed.

SERVICE STANDARDS

15) SERVICE DELIVERY STANDARDS

See annexure 5

The reporting on service delivery standards is a new initiative by the Ndlambe Municipality to make a commitment to the community and advise the community on the service delivery that they can expect from the municipality from the budget that is available. By documenting service delivery standards the community will have realistic expectations about the nature of the services being delivered. The community will know how often a service will be provided, how long it will take to receive a service, what level of service can be expected, how much the service will cost and be able to monitor performance against the set standards. It must be mentioned that the service delivery standards represent an ideal service to be provided, the aging infrastructure and fleet are key mechanisms to deliver the promised standards. In the event of being failed by these mechanisms, Ndlambe municipality will communicate with the community while finding alternatives to minimize service interruption.

PART 3- ANNEXURE

Part 3 – Annexures

Annexure 1	Tariff Schedule 2018/2019
Annexure 2	Budget Schedules 2018/2019
Annexure 3	Capital Budget 2018/2019
Annexure 4	Budget Related Policies / Finance Policies 2018/2019
Annexure 5	Service Delivery Standards

RESOLUTIONS

NDLAMBE MUNICIPALITY

Port Alfred



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RESOLUTION

**MINUTES OF AN OPEN NDLAMBE COUNCIL MEETING HELD ON
WEDNESDAY, 30 MAY 2018 AT 10H00 IN THE COUNCIL CHAMBERS,
CAMPBELL STREET, PORT ALFRED.**

NCM029/05/2018

**REPORT DATED 23 MAY 2018 FROM THE MUNICIPAL MANAGER TO COUNCIL:
RE-DRAFT TABLED BUDGET – 2018/2019**

COUNCIL RESOLVED

1. THAT it BE NOTED that the figures in the re submitted tabled budget are not different from what was tabled to Council on the 29th March 2018.
2. THAT it BE NOTED that it is necessary that the tabled budget be re submitted to Council in the prescribed A schedule format as regulated in the MBRR which it couldn't be done during the time of tabling in March due to unforeseen challenges to the reporting systems. These challenges not only affect Ndlambe Municipality but also other municipalities that are using Caseware/ Munsoft.
3. THAT it BE NOTED that the tabled budget presented to Council on the 29th March 2018 has now been reported in the A Schedule. The discussions held and recommendations made on this date remain relevant as the actual reported figures have not been adjusted due to this re submission.
4. THAT the tabled capital budget and operating budget for the 2018/19 financial year as presented in updated A schedule format and the budget document BE NOTED.

6 of 6

Signature : Date : 30/05/2018

MUNICIPAL MANAGERS QUALITY CERTIFICATE

16) MUNICIPAL MANAGERS' QUALITY CERTIFICATION



QUALITY CERTIFICATE

I **Rolly Dumezweni**, Municipal Manager of **Ndlambe Municipality**, hereby certify that the budget and 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 the annual budget and supporting documentation are consistent with the Integrated Development Plan of the municipality.

Rolly Dumezweni

Municipal Manager of Ndlambe Municipality (EC105)



R DUMEZWENI



DATE

ANNEXURE 1: TARIFF SCHEDULE 2018/ /2019

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019			2017/2018				
		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
		EFFECTIVE FROM 1/7/18			EFFECTIVE FROM 1/7/17				
WATER									
SPECIAL READING (FEES)									
Special Reading	Y	R 309,77	R 269,36	6,40%	R 288,60	R 253,16	7,00%		
SALE CONVENTIONAL (FEES)									
Consumption:									
Per KL: 0-10 KL									
11-15 KL	Y	R 13,15	R 11,44	6,40%	R 12,26	R 10,75	7,00%		
16-20 KL	Y	R 13,78	R 11,98	6,40%	R 12,84	R 11,26	7,00%		
21+	Y	R 16,39	R 14,25	6,40%	R 15,27	R 13,40	7,00%		
Drought Consumption:		R 20,48	R 17,81	6,40%	R 19,08	R 16,73	7,00%		
Per KL: 0-10 KL	Y	R 20,33	R 17,68	6,40%	R 18,94	R 16,62	7,00%		
11-15KL	Y	R 23,01	R 20,01	6,40%	R 21,44	R 18,80	7,00%		
16-20 KL	Y	R 26,23	R 22,81	6,40%	R 24,44	R 21,44	7,00%		
21+	Y	R 31,47	R 27,36	6,40%	R 29,32	R 25,72	7,00%		
Sporting Bodies/Agreements per KL	Y	R 9,87	R 8,58	6,40%	R 9,19	R 8,06	7,00%		
Bulk Supply (Chicory)	Y	R 13,15	R 11,44	6,40%	R 12,26	R 10,75	7,00%		
SALE PREPAID (FEES)									
Prepaid water meter (cost to be included with disconnection fees)	Y	R 4 974,78	R 4 325,90	6,40%	R 4 634,89	R 4 065,69	7,00%		
Prepaid electricity meter (cost to be included with disconnection fees)	Y	R 1 364,52	R 1 186,54	6,40%	R 1 271,29	R 1 115,17	1,88%		
Test Meter: (Refund if faulty)	Y								
Water	Y	R 762,12	R 662,71	6,40%	R 710,05	R 622,85	7,00%		
WATER DISCONNECTIN /RECONNECTIONS (FEES)									
New Connection									
15mm									
20mm	Y	R 4 013,01	R 3 489,58	6,40%	R 3 738,83	R 3 279,68	7,00%		
25mm	Y	R 4 458,90	R 3 877,31	6,40%	R 4 154,26	R 3 644,09	7,00%		
50mm	Y	R 8 917,81	R 7 754,61	6,40%	R 8 308,51	R 7 288,17	7,00%		
Water supply by tanker	Y	R 12 930,82	R 11 244,19	6,40%	R 12 047,35	R 10 667,85	7,00%		
Plus Water as per tariff	Y	R 1 316,40	R 1 144,70	6,40%	R 1 226,46	R 1 075,84	7,00%		
Water supply by tractor									
Plus Water as per tariff									
Disconnection(normal)	Y	R 1 464,75	R 1 273,70	6,40%	R 1 364,67	R 1 197,08	7,00%		
Fitting and Removal	Y	R 755,78	R 657,20	6,40%	R 704,15	R 617,67	7,00%		
Disconnection (normal)									
Connection (of existing)	Y	R 309,77	R 269,36	6,40%	R 288,60	R 253,16	7,00%		
Disconnection (cut off)	Y	R 502,67	R 437,11	6,40%	R 468,33	R 410,82	7,00%		
Callout fee- normal working hours	Y	R 502,67	R 437,11	6,40%	R 468,33	R 410,82	7,00%		
Callout fee- After Working Hours	Y	R 754,02	R 655,67	6,40%	R 702,51	R 616,23	7,00%		
Callout fee- Sundays and Public Holidays	Y	R 1 005,35	R 874,22	6,40%	R 936,66	R 821,63	7,00%		
Disconnection (non-payment)	Y	R 502,67	R 437,11	6,40%	R 468,33	R 410,82	7,00%		
Reconnection (non-payment)	Y	R 493,53	R 429,16	6,40%	R 459,82	R 403,35	7,00%		
Administration costs(connection/Disconnection for non-payments)	Y	R 156,06	R 135,71	6,40%	R 145,40	R 127,54	7,00%		

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019		2018/2019		2017/2018	
DESCRIPTION	VAT @ 15%	PROPOSED		APPROVED	
		VAT INCL	VAT EXCL	VAT INCL	VAT EXCL
		EFFECTIVE FROM 1/7/18		EFFECTIVE FROM 1/7/17	
			% INCREASE		% INCREASE
AVAILABILITY CHARGES OR MINIMUM CHARGE (service fee)					
Monthly minimum charges per meter	Y	R 106,49	R 92,60	R 99,21	R 87,03
Monthly minimum charges vacant even	Y	R 106,49	R 92,60	R 99,21	R 87,03
	Y	R 81,43	R 70,81	R 75,87	R 66,55
			6,40%		7,00%
			6,40%		7,00%
			6,40%		7,00%
ELECTRICITY NDLAMBE					
1. Scale 1 : Domestic Credit					
Applicable to all bona fide domestic Consumers					
Basic Charge:	Y	R 248,18	R 215,81	R 230,28	R 202,00
Energy Consumption:			6,84%		1,88%
Block 1 (0 - 50 kWh)	Y	R 1,05	R 0,91	R 0,98	R 0,86
Block 2 (51 - 350 kWh)	Y	R 1,35	R 1,18	R 1,25	R 1,10
Block 3 (351 - 600 kWh)	Y	R 1,90	R 1,66	R 1,77	R 1,55
Block 4 (>600 kWh)	Y	R 2,24	R 1,94	R 2,07	R 1,82
			6,84%		2,82%
2. Scale 2 : Domestic Pre-payment					
Applicable to all bona fide domestic Consumers in areas where vending is available					
Basic Charge	Y	R 248,18	R 215,81	R 230,28	R 202,00
Energy Consumption:			6,84%		1,88%
Block 1 (0 - 50 kWh)	Y	R 1,05	R 0,91	R 0,98	R 0,86
Block 2 (51 - 350 kWh)	Y	R 1,35	R 1,18	R 1,25	R 1,10
Block 3 (351 - 600 kWh)	Y	R 1,90	R 1,66	R 1,77	R 1,55
Block 4 (>600 kWh)	Y	R 2,24	R 1,94	R 2,07	R 1,82
			6,84%		2,82%
3. Scale 3 : Commercial					
Applicable to non-domestic consumers with a demand not exceeding 55kVA.					
Basic Charge	Y	R 441,54	R 383,95	R 409,68	R 359,37
Energy Consumption:	Y	R 1,87	R 1,62	R 1,73	R 1,52
			6,84%		1,88%
			6,84%		2,70%
4. Scale 4: Large Power users with maximum demands not exceeding 200kVA					
Applicable to consumers with a demand normally exceeding 50kVA but less than 200kVA					
Basic Monthly charge	Y	R 734,22	R 638,45	R 681,24	R 597,58
Energy Consumption:	Y	R 0,97	R 0,84	R 0,90	R 0,79
Monthly maximum demand (KVA)	Y	R 272,20	R 236,70	R 252,56	R 221,54
Subject to a minimum monthly charge based on a demand of 40kVA			6,84%		1,88%
5. Scale 7 : Time of Use					
Applicable to consumers with a demand normally exceeding 50kVA					
Basic Monthly charge	Y	R 776,70	R 675,40	R 720,66	R 632,16
Energy Charges (low season)			6,84%		1,88%
Peak	Y	R 1,24	R 1,07	R 1,15	R 1,01
Standard	Y	R 0,77	R 0,67	R 0,71	R 0,62
Off-Peak	Y	R 0,54	R 0,47	R 0,50	R 0,44
			6,84%		1,88%

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019			2017/2018				
		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
		EFFECTIVE FROM 1/7/18			EFFECTIVE FROM 1/7/17				
Energy Charges (High season - June to August)									
Peak	Y	R 4,35	R 3,78	6,84%	R 4,04	R 3,54	1,88%		
Standard	Y	R 1,15	R 1,00	6,84%	R 1,07	R 0,94	1,88%		
Off-Peak	Y	R 0,63	R 0,55	6,84%	R 0,58	R 0,51	1,88%		
Demand Charges KVA (Peak & Standard only)	Y	R 92,06	R 80,05	6,84%	R 85,41	R 74,92	1,88%		
Voltage surcharge (calculated as a percentage of demand energy charge)									
Low voltage (400/231v)	N	R 0,50	R 0,50	6,84%	R 0,53	R 0,46	1,88%		
Medium voltage (11kv)	N	R 0,29	R 0,29	6,84%	R 0,30	R 0,27	1,88%		
SEWERAGE:									
Minimum charges pla on following:									
Household	Y	R 264,10	R 229,65	6,40%	R 246,05	R 215,84	12,00%		
Business	Y	R 264,10	R 229,65	6,40%	R 246,05	R 215,84	12,00%		
Per point pla:	Y	R 1 413,99	R 1 229,55	6,40%	R 1 317,38	R 1 155,60	12,00%		
Housing Scheme - per dwelling	Y	R 3 169,16	R 2 755,79	6,40%	R 2 952,63	R 2 590,03	12,00%		
Hotels, Accommod. Establishments	Y	R 3 169,16	R 2 755,79	6,40%	R 2 952,63	R 2 590,03	12,00%		
Per point pla:	Y	R 1 413,99	R 1 229,55	6,40%	R 1 317,38	R 1 155,60	12,00%		
Hospitals	Y	R 3 169,16	R 2 755,79	6,40%	R 2 952,63	R 2 590,03	12,00%		
Per point pla:	Y	R 1 413,99	R 1 229,55	6,40%	R 1 317,38	R 1 155,60	12,00%		
Schools	Y	R 3 169,16	R 2 755,79	6,40%	R 2 952,63	R 2 590,03	12,00%		
Per point pla:	Y	R 1 413,99	R 1 229,55	6,40%	R 1 317,38	R 1 155,60	12,00%		
Availability Charge	Y	R 3 169,15	R 2 755,78	6,40%	R 2 952,63	R 2 590,02	12,00%		
Per point means the following:									
a) a toilet									
b) a urinal of 1.5 m or part thereof									
Connection fee:									
Connection Fees (reinstate tarred surface)	Y	R 5 358,13	R 4 659,25	6,40%	R 4 992,05	R 4 378,99	12,00%		
Connection Fees (No Tarred Surface)	Y	R 3 943,48	R 3 429,12	6,40%	R 3 674,05	R 3 222,85	12,00%		
SANITATION									
Removal by truck per load	Y	R 470,47	R 409,11	6,40%	R 438,33	R 384,50	12,00%		
Pit inspection (Health)	Y	R 415,00	R 360,87	6,40%	R 386,65	R 339,17	12,00%		
Removal - after hours	Y								
Out of URBAN EDGE if service available	Y	R 3 482,62	R 3 028,37	6,40%	R 3 244,68	R 2 846,21	12,00%		
BANKING CHARGES									
Dishonored debit Orders	Y	R 13,05	R 11,35	5,50%	R 12,26	R 10,76	5,50%		
Returned debit orders	Y	R 6,53	R 5,68	5,50%	R 6,13	R 5,38	5,50%		

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019			2017/2018				
		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
		EFFECTIVE FROM 1/7/18			EFFECTIVE FROM 1/7/17				
CREDIT CONTROL									
Letter - Hand Delivered or Post	Y	R 13,80	R 12,00	5,50%	R 12,97	R 11,37	5,50%		
Letter - Hand Delivered and Signature Obtained	Y	R 65,40	R 56,87	5,50%	R 61,45	R 63,90	5,50%		
Telephone Call	Y	R 11,50	R 10,00	5,50%	R 10,81	R 9,48	5,50%		
Facsimile	Y	R 17,24	R 14,99	5,50%	R 16,20	R 14,21	5,50%		
E-Mail	Y	R 11,50	R 10,00	5,50%	R 10,81	R 9,48	5,50%		
SMS	Y	R 11,50	R 10,00	5,50%	R 10,81	R 9,48	5,50%		
Prepaid Meter - Blocking/unblocking	Y	R 10,80	R 9,39	5,50%	R 10,15	R 8,90	5,50%		
SERVICE CHARGES									
Non rateable properties	Y	R 138,54	R 120,47	5,50%	R 130,17	R 114,19	5,50%		
RATES									
Ndlambe									
Land	N	R 0,01	R 0,01	5,50%	R 0,01	R 0,01	9,00%		
Improvements	N	R 0,01	R 0,01	5,50%	R 0,01	R 0,01	9,00%		
RATES REBATES, REDUCTIONS, DIFFERENTIAL RATING									
Will be per the Ndlambe Municipality rates policy									
Pensioner Rebates: as per Rates policy									
45% on business rate - up to R3000	N	45%	45%	N/A	45%	45%	N/A		
35% on business rate - btwn R 3001 and R 4000	N	35%	35%	N/A	35%	35%	N/A		
25% on business rate - btwn R 4001 and R5000	N	25%	25%	N/A	25%	25%	N/A		
Other Rebates: as per Rates policy									
14% Residential Rates Rebate		14%	14%	N/A	14%	14%	N/A		
40% Agricultural Game Farm Rebate		40%	40%	N/A	40%	40%	N/A		
30% Eco Tourism/Eco Village/ Private Village		30%	30%	N/A	30%	30%	N/A		
CONSUMER DEPOSITS									
New applic. & following disconnection									
Domestic consumers Owners	N	R 977,87	R 977,87	5,50%	R 1 056,65	R 926,89	5,50%		
Domestic consumers Tenants	N	R 1 564,59	R 1 564,59	5,50%	R 1 690,65	R 1 483,02	5,50%		
Domestic consumers (Water only)	N	R 391,15	R 391,15	5,50%	R 422,67	R 370,76	5,50%		
Offices & Shops (non-foodstuffs)	N	R 1 955,74	R 1 955,74	5,50%	R 2 113,32	R 1 853,79	5,50%		
Garages	N	R 9 778,72	R 9 778,72	5,50%	R 10 566,58	R 9 268,93	5,50%		
Food handling premises/light industry	N	R 5 867,23	R 5 867,23	5,50%	R 6 339,95	R 5 561,36	5,50%		
Schools	N	R 5 867,23	R 5 867,23	5,50%	R 6 339,95	R 5 561,36	5,50%		
Hospitals	N	R 19 557,43	R 19 557,43	5,50%	R 21 133,15	R 18 537,85	5,50%		
Hotels & big consumer industry	N	R 29 336,17	R 29 336,17	5,50%	R 31 689,74	R 27 806,79	5,50%		
Increase of Deposits for services if services discontinued due to non payment are to be									

	NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019								
DESCRIPTION		VAT @ 15%							
			2018/2019			2017/2018			
			PROPOSED			APPROVED			
			VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE	
			EFFECTIVE FROM 1/7/18						
RIVER CONTROL									
Beach launch per annum Ndiambe	Y		R 426,66	R 371,00	5,50%	R 400,90	R 351,66	5,50%	
River usage fee per annum Ndiambe	Y		R 426,66	R 371,00	5,50%	R 400,90	R 351,66	5,50%	
Horse Power Levy / per h.p. (1 - 99hp)	Y		R 3,64	R 3,17	5,50%	R 3,42	R 3,00	5,50%	
Horse Power Levy / per h.p. (100 up)			R 4,85	R 4,22	5,50%	R 4,56	R 4,00	5,50%	
Maintenance Levy per sea going craft (p.a.)	Y		R 617,54	R 536,99	5,50%	R 580,25	R 509,00	5,50%	
Jet Ski (sea going only,p.a.)	Y		R 617,54	R 536,99	5,50%	R 580,25	R 509,00	5,50%	
Passenger Cruises - fee per capacity p/a	Y		R 56,14	R 48,82	5,50%	R 52,75	R 46,27	5,50%	
Boat reg decal replacement	Y		R 56,14	R 48,82	5,50%	R 52,75	R 46,27	5,50%	
Event permit per day	Y		R 617,54	R 536,99	5,50%	R 580,25	R 509,00	5,50%	
Application commercial/tourist boat registration and application process boat 6,6 M in length	Y		R 618,05	R 537,44	5,50%	R 580,74	R 509,42	5,50%	
Exemption / registration per day	Y		R 1 044,19	R 907,99	5,50%	R 981,15	R 860,66	5,50%	
Application for events on a river per day	Y		R 617,54	R 536,99	5,50%	R 580,25	R 509,00	5,50%	
Availability fee of a river official per day or part thereof	Y		R 1 515,76	R 1 318,06	5,50%	R 1 424,25	R 1 249,34	5,50%	
Application for mooring in the river (buoy)	Y		R 224,56	R 195,27	5,50%	R 211,00	R 185,09	5,50%	
Fee per annual boat registration payable to a boat registration agent	Y		As determined by SLA			As determined by SLA			
TRAFFIC									
Document search fee per document									
Roadworthy (motor bikes)	Y		As Gazetted from time to time			As Gazetted from time to time			
Roadworthy (light vehicle & trailer)	Y		As Gazetted from time to time			As Gazetted from time to time			
Roadworthy (bus)	Y		As Gazetted from time to time			As Gazetted from time to time			
Roadworthy (trucks)	Y		As Gazetted from time to time			As Gazetted from time to time			
Issue of certificate	Y		As Gazetted from time to time			As Gazetted from time to time			
Temporary Licence (48 hrs)	Y		As Gazetted from time to time			As Gazetted from time to time			
Temporary Licence (21 day)	Y		As Gazetted from time to time			As Gazetted from time to time			
Public Driving Permits:									
Application	Y		As Gazetted from time to time			As Gazetted from time to time			
Issue of permit	Y		As Gazetted from time to time			As Gazetted from time to time			
Conversion of licences	Y		As Gazetted from time to time			As Gazetted from time to time			
Penalties p/m	Y		As Gazetted from time to time			As Gazetted from time to time			
Learners Licence Application	Y		As Gazetted from time to time			As Gazetted from time to time			
Learners Licence Authorisation	Y		As Gazetted from time to time			As Gazetted from time to time			
Drivers Licence, EB&B Application	Y		As Gazetted from time to time			As Gazetted from time to time			
Drivers Licence, EB&B Authorisation	Y		As Gazetted from time to time			As Gazetted from time to time			
Drivers Licence, Heavy Duty	Y		As Gazetted from time to time			As Gazetted from time to time			
Temporary Drivers Licence	Y		As Gazetted from time to time			As Gazetted from time to time			
Duplicate Learners Licence	Y		As Gazetted from time to time			As Gazetted from time to time			
Duplicate Document	Y		As Gazetted from time to time			As Gazetted from time to time			
Unauthorised use of DLTC - No AOG	N		As Gazetted from time to time			As Gazetted from time to time			

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019		2018/2019		2017/2018	
DESCRIPTION	VAT @ 15%	PROPOSED		APPROVED	
		VAT INCL	VAT EXCL	VAT INCL	VAT EXCL
		EFFECTIVE FROM 1/7/18		EFFECTIVE FROM 1/7/17	
			% INCREASE		% INCREASE
TRAFFIC					
Storage of impounded trailer, caravan or other similar vessel per day or part thereof	Y	R 102,12	R 88,80	R 95,95	R 84,17
Storage of impounded vehicle per day or part thereof	Y	R 168,19	R 146,25	R 158,03	R 138,63
Application For Special Event requiring traffic services- per event per day	Y	R 420,49	R 365,64	R 395,10	R 346,58
Application: Display a banner smaller than 3m ² per event - Deposit Other organizations	Y	R 84,09	R 73,13	R 79,02	R 69,31
Displaying a banner/ poster less than 3m ² - per banner/ poster per event (max. 10 days) - Charity	Y	R 312,37	R 271,62	R 293,51	R 257,46
Application: Display a banner smaller than 3m ² per event - Deposit Other organizations	Y	R 180,21	R 156,70	R 169,33	R 148,53
Display a banner larger than 3m ² (max. 6m ²) per banner per event	Y	R 300,35	R 261,17	R 282,21	R 247,56
Display of a banner/ poster larger than 6m ² per banner/ poster per event (max. 10 days)	Y	R 540,62	R 470,11	R 507,98	R 445,60
Displaying an illuminated advertising Sign - per day	Y	R 420,49	R 365,64	R 395,10	R 346,58
Display of Estate Agent signs: "On Show" Show House" etc. - per dwelling/ unit p/a (max. 3/ unit) p.a.	Y	R 961,10	R 835,74	R 903,07	R 792,17
Private Display of "On Show" Show House" etc. - per dwelling/ unit (maximum 3 months) per hour	Y	R 1 441,67	R 1 253,62	R 1 354,63	R 1 168,27
Removal of illegally erected/ unauthorized banners in municipal area (incl. private land) per banner	Y	R 300,35	R 261,17	R 282,21	R 247,56
Travelling to collect and store - per km	Y	R 3,79	R 3,29	R 3,56	R 3,12
Storage fee - per sign per day	Y	R 84,09	R 73,13	R 79,02	R 69,31
Removal of illegally erected/ unauthorized signboard in municipal area (incl. private land) per	Y	R 179,20	R 155,82	R 168,38	R 147,70
Travelling to collect and store - per km	Y	R 3,79	R 3,29	R 3,56	R 3,12
Storage fee - per sign board, banner per day	Y	R 84,09	R 73,13	R 79,02	R 69,31
Removal of authorized banner, signboard, poster which is in contravention of conditions/ by-laws	Y	R 300,35	R 261,17	R 282,21	R 247,56
Escort Duties / Services Rendered During An Event - Traffic Control at Points	Y	R 360,42	R 313,41	R 338,66	R 297,07
Travelling during the event / duty - per km	Y	R 84,09	R 73,13	R 79,02	R 69,31
Closure of Roads during Events - per hour	Y	R 300,35	R 261,17	R 282,21	R 247,56
Damage to Road Traffic Signs -	Y	R 300,35	R 261,17	R 282,21	R 247,56

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%								
		2018/2019				2017/2018			
		PROPOSED		APPROVED					
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
FIRE BRIGADE		EFFECTIVE FROM 1/7/18				EFFECTIVE FROM 1/7/17			
Fire Prevention inspection (on application)	Y	R 100,21	R 87,14	5,50%	R 94,16	R 82,60	5,50%		
Fire Prevention inspection FOLLOW-UP (re-application)	Y	R 64,84	R 56,38	5,50%	R 60,93	R 53,44	5,50%		
Fire Prevention Non compliance certificate	Y	R 88,42	R 76,89	5,50%	R 83,08	R 72,88	5,50%		
Fire Prevention compliance certificate	Y	R 88,42	R 76,89	5,50%	R 83,08	R 72,88	5,50%		
Flammable Substance Certificate - per certificate	Y	R 88,42	R 76,89	5,50%	R 83,08	R 72,88	5,50%		
Population Certificate - per certificate	Y	R 176,84	R 153,77	5,50%	R 166,16	R 145,76	5,50%		
Dangerous Goods Certificate - per certificate	Y	R 88,42	R 76,89	5,50%	R 83,08	R 72,88	5,50%		
Fire Investigation Report - per report	Y	R 212,21	R 184,53	5,50%	R 199,40	R 174,91	5,50%		
Training per person per 20 hour course (Non-accredited)	Y	R 188,63	R 164,02	5,50%	R 177,24	R 155,47	5,50%		
Emergency Calls:									
Truck and light duty vehicle fires per vehicle involve	Y	R 447,99	R 389,56	5,50%	R 420,95	R 369,25	5,50%		
Truck and light duty accidents per vehicle involve	Y	R 524,62	R 456,19	5,50%	R 492,95	R 432,41	5,50%		
Formal Dwelling Fires per hour per vehicle	Y	R 601,25	R 522,83	5,50%	R 564,95	R 495,57	5,50%		
Informal dwelling fires per hour per vehicle	Y	R 147,37	R 128,14	5,50%	R 138,47	R 121,46	5,50%		
Commercial Fires (building) per hour per vehicle	Y	R 919,56	R 799,62	5,50%	R 864,05	R 757,93	5,50%		
Industrial Fires (building) per hour per vehicle	Y	R 1 190,72	R 1 035,41	5,50%	R 1 118,83	R 981,43	5,50%		
Fire call on (Farms) up to 3 hours	Y	R 1 721,23	R 1 496,73	5,50%	R 1 617,32	R 1 418,70	5,50%		
Fire call on (Farms) after 3 hours - per hour	Y	R 778,09	R 676,60	5,50%	R 731,12	R 641,33	5,50%		
Assistance Outside Mun. area) up to 3 hours	Y	R 2 758,69	R 2 398,86	5,50%	R 2 592,14	R 2 273,80	5,50%		
Assistance after 3 hours / per hour Outside Municipal area.	Y	R 1 037,46	R 902,14	5,50%	R 974,82	R 855,11	5,50%		
Control burning without a permit	Y	R 1 497,24	R 1 301,95	5,50%	R 1 406,84	R 1 234,07	5,50%		
Spillage/Hazamat incidents per hour per incidents	Y	R 1 497,24	R 1 301,95	5,50%	R 1 406,84	R 1 234,07	5,50%		
Any other incidents not mentioned above	Y	R 1 190,72	R 1 035,41	5,50%	R 1 118,83	R 981,43	5,50%		
Dealers - flammable substances: Flammable Liquid Store - per store	Y	R 100,21	R 87,14	5,50%	R 94,16	R 82,60	5,50%		
Flammable Liquid Storage Tank (above & underground) - per tank	Y	R 100,21	R 87,14	5,50%	R 94,16	R 82,60	5,50%		
Spray Room and Spray Booth - per room or booth	Y	R 100,21	R 87,14	5,50%	R 94,16	R 82,60	5,50%		
Mixing and Decanting Rooms - per room	Y	R 88,42	R 76,89	5,50%	R 83,08	R 72,88	5,50%		
Liquid Petroleum Gas: Bulk Tanks - per tank	Y	R 100,21	R 87,14	5,50%	R 94,16	R 82,60	5,50%		
Storage - per storage facility	Y	R 100,21	R 87,14	5,50%	R 94,16	R 82,60	5,50%		
Filling - per filling site	Y	R 41,26	R 35,88	5,50%	R 38,77	R 34,01	5,50%		
LPG Cylinders - per cylinder irrespective of size 9kg	Y	R 64,84	R 56,38	5,50%	R 60,93	R 53,44	5,50%		
LPG Cylinders - per cylinder irrespective of size 14kg	Y	R 82,52	R 71,76	5,50%	R 77,54	R 68,02	5,50%		
LPG Cylinders - per cylinder irrespective of size 19kg	Y	R 120,25	R 104,57	5,50%	R 112,99	R 99,11	5,50%		
LPG Cylinders - per cylinder irrespective of size 48kg	Y	R 129,68	R 112,77	5,50%	R 121,85	R 106,89	5,50%		
Incidents and Special Events: Fire Officer per hour	Y	R 153,26	R 133,27	5,50%	R 144,01	R 126,32	5,50%		
Senior Firefighter per hour	Y	R 176,84	R 153,77	5,50%	R 166,16	R 145,76	5,50%		
Chief Fire Officer per hour	Y	R 224,00	R 194,78	5,50%	R 210,47	R 184,63	5,50%		
Vehicle per hour	Y								
Special Events									
Filling Swimming pools per load plus per kilometre	Y	R 4,56 per kl			R 4,56 per kl				
Water Deliveries / per hour plus per kilometre travelled	Y	R 7,98 per Km			R 7,98 per Km				
Clean spillages (oil, petrol & debris ect.) per hour	Y	R 151,40 p/h			R 151,40 p/h				
Per kilometer travelled	Y	R 7,98 per Km			R 7,98 per Km				

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
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		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
REFUSE REMOVALS		EFFECTIVE FROM 1/7/18			EFFECTIVE FROM 1/7/17				
RESIDENTIAL									
Removal Charges monthly residents (incl vacant erven)-1x weekly removal	Y	R 103,38	R 89,89	5,50%	R 97,14	R 85,21	12,00%		
Special removals (household refuse) per load	Y	R 318,26	R 276,75	5,50%	R 299,04	R 262,32	12,00%		
BUSINESSES									
Removal charges monthly (Businesses)	Y	R 480,20	R 417,57	5,50%	R 451,21	R 395,80	12,00%		
Additional removals per load	Y	R 650,17	R 565,36	5,50%	R 610,91	R 535,89	12,00%		
Hire of chemical toilets - 7 days or part thereof	Y	R 1 342,15	R 1 167,09	5,50%	R 1 261,12	R 1 106,25	12,00%		
Hiring of 6m³ skip bin per 7 days or part thereof (incl disposal costs) per load	Y	R 1 340,11	R 1 165,31	5,50%	R 1 259,20	R 1 104,56	12,00%		
Availability of and or/ hiring of skip bin 6m³ per bin period per event (incls disposal costs)	Y	R 1 340,11	R 1 165,31	5,50%	R 1 259,20	R 1 104,56	12,00%		
Events :Availability of refuse bins and clean up operations	Y	R 2 326,33	R 2 022,90	5,50%	R 2 185,88	R 1 917,44	12,00%		
INSTITUTIONS									
Institutions (schools, hospitals, retirement villages, SAPS, Home Affairs, Magistrate etc)	Y	R 751,70	R 653,65	5,50%	R 706,31	R 619,57	12,00%		
monthly refuse removal						R 0,00	12,00%		
Disposal at Santa refuse site									
Garden refuse per month	Y	R 140,31	R 122,01	5,50%	R 131,84	R 115,65	12,00%		
Building rubble per month	Y	R 363,49	R 316,08	5,50%	R 341,54	R 299,60	12,00%		
Private residents/ Business:0 - more than 1 ton per load		R 44,51	R 38,70	5,50%	R 41,82	R 36,68	12,00%		
Environmental levy	Y	R 26,90	R 23,39	5,50%	R 25,27	R 22,17	12,00%		
CEMETERY									
Alexandria									
Single plot	Y	R 631,58	R 462,24	5,50%	R 499,48	R 438,14	5,50%		
Digging of grave (excluding covering of grave)	Y	R 1 515,44	R 1 317,77	5,50%	R 1 423,94	R 1 249,07	5,50%		
Kwanonqubela (Single plot)	Y	R 179,41	R 156,01	5,50%	R 168,58	R 147,88	5,50%		
Wentzels Park (Single plot)	Y	R 179,41	R 156,01	5,50%	R 168,58	R 147,88	5,50%		
Bathurst (Single plot)									
Freestone (adult)	Y	R 179,41	R 156,01	5,50%	R 168,58	R 147,88	5,50%		
Digging of 6ft grave (excluding covering of grave)	Y	R 1 515,44	R 1 317,77	5,50%	R 1 423,94	R 1 249,07	5,50%		
Port Alfred (Single plot)	Y								
Single plot									
Digging of 6ft grave (excluding covering of grave)	Y	R 1 311,30	R 1 140,26	5,50%	R 1 232,13	R 1 080,82	5,50%		
Digging of 9ft grave (excluding covering of grave)	Y	R 1 515,44	R 1 317,77	5,50%	R 1 423,94	R 1 249,07	5,50%		
Plaque (Space)	Y	R 2 049,71	R 1 782,36	5,50%	R 1 925,96	R 1 689,44	5,50%		
Stillborn child	Y	R 864,09	R 751,39	5,50%	R 811,92	R 712,21	5,50%		
Nemato (Single plot)	Y	R 828,25	R 720,22	5,50%	R 778,25	R 682,67	5,50%		
Boesmansriviermond (single plot)	Y	R 179,41	R 156,01	5,50%	R 168,58	R 147,88	5,50%		
Single plot									
Digging of 6ft grave excluding covering of grave)	Y	R 1 311,30	R 1 140,26	5,50%	R 1 232,13	R 1 080,82	5,50%		
Plaque	Y	R 1 515,44	R 1 317,77	5,50%	R 1 423,94	R 1 249,07	5,50%		
Marseille (no digging of grave)	Y	R 516,33	R 448,98	5,50%	R 485,16	R 425,58	5,50%		
	Y	R 179,41	R 156,01	5,50%	R 168,58	R 147,88	5,50%		

[illegible]

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019				2017/2018			
		PROPOSED				APPROVED			
		VAT INCL	VAT EXCL	% INCREASE		VAT INCL	VAT EXCL	% INCREASE	
NATURE RESERVE TARIFFS									
Deposit payable for accommodation (Refundable)									
Kap river lodge	Y	Base rate R600 for 2 ppl + R150/person thereafter (includes access fee)	Base rate R420 for 2 ppl + R150/person thereafter (includes access fee)	5,50%		Base rate R600 for 2 ppl + R150/person thereafter (includes access fee)	Base rate R420 for 2 ppl + R150/person thereafter (includes access fee)	5,50%	
Lodge 2 (kap river)	Y	Base rate R600 for 2 ppl + R150/person thereafter	Base rate R420 for 2 ppl + R150/person thereafter	42,86%		Base rate R600 for 2 ppl + R150/person thereafter	Base rate R420 for 2 ppl + R150/person thereafter	42,86%	
Fisherman	Y	Base rate R300 for 2 ppl + R78/person thereafter	Base rate R200 for 2 ppl + R66/person thereafter	42,85%		Base rate R300 for 2 ppl + R78/person thereafter	Base rate R200 for 2 ppl + R66/person thereafter	42,85%	
Xhosa hut	Y	Base rate R200 for 2 ppl + R66/person thereafter	Base rate R200 for 2 ppl + R66/person thereafter	19,00%		Base rate R200 for 2 ppl + R66/person thereafter	Base rate R200 for 2 ppl + R66/person thereafter	19,00%	
Oribi cottage	Y	Base rate R378 for 2 ppl + R66/person thereafter	Base rate R378 for 2 ppl + R66/person thereafter	20,00%		Base rate R378 for 2 ppl + R66/person thereafter	Base rate R378 for 2 ppl + R66/person thereafter	20,00%	
Kap river picnic site	Y	R40/person + R22 p/child day fee	R39,60/pers on + R21,60 p/child day fee	21,00%		R40/person + R22 p/child day fee	R39,60/pers on + R21,60 p/child day fee	21,00%	
Fig tree camping site	Y	R110,00/tent site/day + R40,00/person/ R100/tent	R120,00/tent site/day + R36/person/ R120/tent	10,00%		R110,00/tent site/day + R40,00/person/ R100/tent	R120,00/tent site/day + R36/person/day R120/tent	10,00%	
Fish river camping	Y	R40,00/person/ site/day + R40,00/person + R22/child (unaudited)	R48 site/day + R48	21,00%		R40,00/person/ site/day + R40,00/person + R22/child (unaudited)	R48 site/day + R48	21,00%	
Hiking trail Roundhill / Kap river	Y		+ R26,40/child	21,00%			+ R26,40/child	21,00%	
Vehicle entrance fee Fish river	Y	R40 per vehicle R40/person + R150,00/canoe (2 seater) for 3hrs	+ R26,40/child R165,00/can oe (2 seater) for 3hrs	21,00%		R40 per vehicle R40/person + R22/child R150,00/canoe (2 seater) for 3hrs	+ R26,40/child R165,00/canoe (2 seater) for 3hrs	21,00%	
Canoe fees per 3 hours	Y			25,00%				25,00%	

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019		2018/2019		2017/2018	
DESCRIPTION	VAT @ 15%	PROPOSED		APPROVED	
		VAT INCL	VAT EXCL	VAT INCL	VAT EXCL
		EFFECTIVE FROM 1/7/18		EFFECTIVE FROM 1/7/17	
			% INCREASE		% INCREASE
Game drives	Y	R150.00/game drive/person, R100 per child (unguided)	100.00%	R150.00/game drive/person, R100 per child (unguided)	100.00%
Educational outing - day fee	Y	R50.00/adult + R30.00/child	19.00%	R50.00/adult + R30.00/child	19.00%
Educational outing - over night		R84.00/adult + R48.00/child	20.00%	R84.00/adult + R48.00/child	20.00%
Orchard		Base rate R276.00 for 2 ppl +	31.00%	Base rate R276.00 for 2 ppl +	31.00%
Hire of trap cages		R60.00/ trap cage/ 48 hours	9.00%	R60.00/ trap cage/ 48 hours	9.00%
BLUE FLAG BEACHES & BEACHES GENERAL					
Beach Non-commercial event application fee (ie wedding)	Y	300 / application	20.00%	R300 / application	20.00%
Beach event on beach - application fee	Y	600 / application	-52.00%	R600 / application	-52.00%
ENVIRONMENTAL HEALTH					
Business Licence: Food vendors in caravans & carts or similar vessel	Y	R 409.91	5.50%	R 385.16	5.50%
Business Licence: General Dealers	Y	R 501.98	5.50%	R 471.67	5.50%
Certificate of Acceptability - Catering	Y	R 501.98	5.50%	R 471.67	5.50%
Business Licence: Supermarkets, Wholesales & Butcheries	Y	R 1 331.88	5.50%	R 1 251.47	5.50%
Business Licence: Restaurants & Hotels	Y	R 1 454.86	5.50%	R 1 367.02	5.50%
Business Licence and COA: Coffee Shop	Y	R 501.98	5.50%	R 471.67	5.50%
Business Licence and COA : Take-Aways	Y	R 501.98	5.50%	R 471.67	5.50%
Business Licence: Spaza Shops	Y	R 501.98	5.50%	R 471.67	5.50%
Application and issue of Certificate of Competence: Funeral Parlours	Y	R 2 146.60	5.50%	R 2 017.00	5.50%
Re-issue of Certificate of Competence per annum: Funeral Parlours	Y	R 2 146.60	5.50%	R 2 017.00	5.50%
Business Licence Application and issue of Certificate of Acceptability p/a : B&B's, Guest Houses	Y	R 578.58	5.50%	R 543.65	5.50%
Hawkers Licence - Trucks and Bakkies	Y	R 280.70	5.50%	R 263.75	5.50%
Hawkers Licence/Street Vendor per annum	Y	R 297.02	5.50%	R 279.09	5.50%
Hawkers Licence /Street Vendor (Special application Events)	Y	R 84.93	5.50%	R 79.80	5.50%
Issue of Certificate of Acceptability per annum: Dairies	Y	R 719.70	5.50%	R 676.25	5.50%
CBD Call outs for food condemnation per occasion (includes issuing of condemnation certificate)	Y	R 578.58	5.50%	R 543.65	5.50%
Other Fees: Exhumation (Adults& Children) in ALL towns	Y	R 2 283.23	5.50%	R 2 145.38	5.50%

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019			2017/2018				
		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
		EFFECTIVE FROM 1/7/18			EFFECTIVE FROM 1/7/17				
LAND USE PLANNING FEES									
Applic. for Consent Use	Y	R 4 478,58	R 3 894,42	5,50%	R 4 208,19	R 3 691,39	5,50%		
Applic for Rezoning	Y	R 5 598,23	R 4 868,03	5,50%	R 5 684,05	R 4 614,24	5,50%		
Applic for departure: Permanent / Temporary	Y	R 4 478,58	R 3 894,42	5,50%	R 4 547,24	R 3 691,39	5,50%		
Applic for Minor Departure	Y	R 2 666,62	R 2 318,80	5,50%	R 2 505,62	R 2 197,91	5,50%		
Applic for Subdivision									
up to and incl 20 erven	Y	R 4 478,58	R 3 894,42	5,50%	R 4 547,24	R 3 691,39	5,50%		
more than 20 erven	Y	R 5 598,23	R 4 868,03	5,50%	R 5 684,05	R 4 614,24	5,50%		
plus for each additional erf over 20	Y	R 5 598,23	R 4 868,03	5,50%	R 5 684,05	R 4 614,24	5,50%		
Removal of Restrictive Conditions	Y	R 5 598,23	R 4 868,03	5,50%	R 5 684,05	R 4 614,24	5,50%		
Relaxation of Restrictive Conditions		4839,420114	R 4 208,19	5,50%	R 4 547,24	R 3 988,81	5,50%		
Consolidation	Y	R 4 735,92	R 4 118,19	5,50%	R 4 808,52	R 3 903,50	5,50%		
Extension of validity period	Y	R 1 919,97	R 1 669,54	5,50%	R 1 949,40	R 1 682,50	5,50%		
Development or Change in Communal Land									
Road Closure and Closure of Public Open Space	Y	R 4 479,93	R 3 895,59	5,50%	R 4 209,45	R 3 692,50	5,50%		
Issue of zoning certificates	Y	R 179,15	R 155,78	5,50%	R 168,33	R 147,66	5,50%		
Status Report from the office of the Survey or General	Y	R 1 199,89	R 1 043,38	5,50%	R 1 127,45	R 988,99	5,50%		
Amendment of conditions of approval	Y	R 2 303,96	R 2 003,45	5,50%	R 2 164,86	R 1 899,00	5,50%		
Approval of Architectural Design Manual or Constitution or Site Development Plan	Y	R 3 199,95	R 2 782,56	5,50%	R 3 006,75	R 2 637,50	5,50%		
Cancellation/ Amendment of General Plan	Y	R 1 919,97	R 1 669,54	5,50%	R 1 804,05	R 1 582,50	5,50%		
Copy of Zoning Scheme Map	Y	R 447,86	R 389,45	5,50%	R 420,82	R 369,14	5,50%		
Exemption of a subdivision from the need for approval in terms of this By-Law		R 901,89	R 784,25	5,50%	R 847,43	R 743,36	5,50%		
Application to lodge an appeal in terms of SPLUMA Bylaw	Y	R 6 154,01	R 5 351,31	5,50%	R 5 782,46	R 5 072,33	5,50%		
Encroachments (Boathouses/ea)	Y	R 660,11	R 574,01	5,50%	R 620,26	R 544,08	5,50%		
Encroachments(upon Municipal owned land) per annual									
0-10m2									
10-50m2	Y	R 143,14	R 124,47	5,50%	R 134,50	R 117,98	5,50%		
50-100m2	Y	R 199,97	R 173,89	5,50%	R 187,90	R 164,82	5,50%		
100-150m2	Y	R 299,98	R 260,85	5,50%	R 281,86	R 247,25	5,50%		
150-200m2	Y	R 399,97	R 347,80	5,50%	R 375,82	R 329,67	5,50%		
200-500m2	Y	R 499,96	R 434,75	5,50%	R 469,77	R 412,08	5,50%		
500-1000m2	Y	R 599,95	R 521,70	5,50%	R 563,73	R 494,50	5,50%		
1000-1500 m2	Y	R 999,92	R 869,50	5,50%	R 939,55	R 824,17	5,50%		
1500-2000m2	Y	R 1 591,55	R 1 383,96	5,50%	R 1 495,46	R 1 311,81	5,50%		
Sale of Municipal Land - Notices	Y	R 2 652,59	R 2 306,60	5,50%	R 2 492,44	R 2 186,35	5,50%		
Advertising on behalf of customers	Y	R 1 007,68	R 876,24	5,50%	R 946,84	R 830,56	5,50%		
	Y	R 1 591,55	R 1 383,96	5,50%	R 1 495,46	R 1 311,81	5,50%		

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019			2017/2018				
		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
EFFECTIVE FROM 1/7/18									
EFFECTIVE FROM 1/7/17									
HALL RENTALS:									
Memorial Hall									
Bazaar	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Concerts & Theatricals: Amateur	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Professional	Y	R 1 918,89	R 1 668,60	5,50%	R 1 803,03	R 1 581,61	5,50%		
Rehearsals, Amateur	Y	R 249,82	R 217,23	5,50%	R 234,74	R 205,91	5,50%		
Rehearsals, Professional	Y	R 367,30	R 319,39	5,50%	R 345,13	R 302,74	5,50%		
Exhibition of Goods	Y	R 1 918,89	R 1 668,60	5,50%	R 1 803,03	R 1 581,61	5,50%		
Flower & Agricultural Shows	Y	R 885,85	R 770,30	5,50%	R 832,36	R 730,14	5,50%		
Public Meetings & Lectures	Y	R 740,01	R 643,48	5,50%	R 695,33	R 609,94	5,50%		
Religious Services	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Weddings & Dances	Y	R 1 918,89	R 1 668,60	5,50%	R 1 803,03	R 1 581,61	5,50%		
Other purposes	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Other purposes approved by Council	Y	R 249,82	R 217,23	5,50%	R 234,74	R 205,91	5,50%		
Hire of Supper Room only:									
Exhibition of Goods	Y	R 885,85	R 770,30	5,50%	R 832,36	R 730,14	5,50%		
Public Meetings & Lectures	Y	R 740,01	R 643,48	5,50%	R 695,33	R 609,94	5,50%		
Other Purposes	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Other purposes approved by Council	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Use of equipment:									
Crockery per place setting	Y	R 3,78	R 3,29	5,50%	R 3,55	R 3,12	5,50%		
Crockery, per item	Y	R 3,78	R 3,29	5,50%	R 3,55	R 3,12	5,50%		
Cutlery, per place setting	Y	R 3,78	R 3,29	5,50%	R 3,55	R 3,12	5,50%		
PA System	Y	R 418,62	R 364,01	5,50%	R 393,34	R 345,04	5,50%		
Piano	Y	R 418,62	R 364,01	5,50%	R 393,34	R 345,04	5,50%		
Deposit: Twice hire charge plus R to a maximum of R	N	R 1 483,07	R 1 483,07	5,50%	R 1 602,56	R 1 405,75	5,50%		
Kitchen	Y	R 630,63	R 548,37	5,50%	R 592,55	R 519,78	5,50%		
Station Hill New Community Hall: Only 2 tables and 150 chairs									
Weddings	Y	R 1 034,39	R 899,47	5,50%	R 971,94	R 852,58	5,50%		
Concerts & Theatricals: Amateur	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Professional	Y	R 1 034,39	R 899,47	5,50%	R 971,94	R 852,58	5,50%		
Rehearsals, Amateur	Y	R 175,55	R 152,65	5,50%	R 164,95	R 144,69	5,50%		
Rehearsals, Professional	Y	R 175,55	R 152,65	5,50%	R 164,95	R 144,69	5,50%		
Church Services (per hour)	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
Bazaars	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Games evenings	Y	R 175,55	R 152,65	5,50%	R 164,95	R 144,69	5,50%		
Other purposes	Y	R 590,12	R 513,14	5,50%	R 554,49	R 486,39	5,50%		
Other purposes approved by Council	Y	R 250,36	R 217,70	5,50%	R 235,24	R 206,35	5,50%		
Deposit for Weddings	N	R 776,17	R 776,17	5,50%	R 838,71	R 735,71	5,50%		
Deposit for other purposes	N	R 388,67	R 388,67	5,50%	R 419,99	R 368,41	5,50%		

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019			2017/2018				
		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
		EFFECTIVE FROM 1/7/18			EFFECTIVE FROM 1/7/17				
Station Hill Old Hall & Jauka Hall: Only 2 tables and 250 chairs									
Booking Fee									
Weddings									
Disco's	Y	R 1 034,22	R 899,32	5,50%	R 971,78	R 852,44	5,50%		
Concerts & Theatricals: Amateur	Y	R 1 180,14	R 1 026,21	5,50%	R 1 108,89	R 972,71	5,50%		
Professional	Y	R 264,96	R 230,40	5,50%	R 248,96	R 218,39	5,50%		
Rehearsal, Amateur	Y	R 739,83	R 643,33	5,50%	R 695,16	R 609,79	5,50%		
Rehearsal, Professional	Y	R 148,48	R 129,11	5,50%	R 139,51	R 122,38	5,50%		
Church Services (per hour)	Y	R 204,80	R 178,08	5,50%	R 192,43	R 168,80	5,50%		
Public Meetings	Y	R 351,99	R 306,08	5,50%	R 330,74	R 290,13	5,50%		
Bazaars	Y	R 739,83	R 643,33	5,50%	R 695,16	R 609,79	5,50%		
Games evenings	Y	R 590,07	R 513,10	5,50%	R 554,44	R 486,36	5,50%		
In-house sports: Amateur	Y	R 175,36	R 152,48	5,50%	R 164,77	R 144,54	5,50%		
Professional	Y	R 590,07	R 513,10	5,50%	R 554,44	R 486,36	5,50%		
Other purposes	Y	R 739,83	R 643,33	5,50%	R 695,16	R 609,79	5,50%		
Other purposes approved by Council	Y	R 590,07	R 513,10	5,50%	R 554,44	R 486,36	5,50%		
Deposit for Weddings/dances/discos	N	R 1 478,38	R 1 285,54	5,50%	R 1 389,12	R 1 218,53	5,50%		
Deposit for other purposes	N	R 775,78	R 775,78	5,50%	R 838,28	R 735,34	5,50%		
	N	R 388,45	R 388,45	5,50%	R 419,74	R 368,20	5,50%		
Community Halls - Alexandra: Only 2 tables and 200 chairs									
Deposit for disco and shows	Y	R 4 051,13	R 3 522,72	5,50%	R 3 806,55	R 3 339,08	5,50%		
Deposit for all the following:									
Hiring fees:									
Public Meetings excl Religious	Y	R 739,83	R 643,33	5,50%	R 695,16	R 609,79	5,50%		
Religious Meetings (Services)	Y	R 351,99	R 306,08	5,50%	R 330,74	R 290,13	5,50%		
Social events (incl. Bazaars, concerts, & church functions)									
Sporting events	Y	R 739,83	R 643,33	5,50%	R 695,16	R 609,79	5,50%		
School events	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
Disco's	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
Rehearsals	Y	R 1 181,58	R 1 027,46	5,50%	R 1 110,24	R 973,90	5,50%		
Outsiders (not resident in District)	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
	Y	R 1 329,90	R 1 156,43	5,50%	R 1 249,61	R 1 096,15	5,50%		

NDLAMBE MUNICIPALITY TARIFF LIST 2018/2019									
DESCRIPTION	VAT @ 15%	2018/2019			2017/2018				
		PROPOSED			APPROVED				
		VAT INCL	VAT EXCL	% INCREASE	VAT INCL	VAT EXCL	% INCREASE		
EFFECTIVE FROM 1/7/18									
BRM & KOS Hall : Only 2 tables and 150 chairs									
Religious Meetings (Services)	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
School events	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
Other functions	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
Hire tables	Y	R 72,92	R 63,41	5,50%	R 68,52	R 60,10	5,50%		
Hire chairs	Y	R 14,85	R 12,92	5,50%	R 13,96	R 12,24	5,50%		
Deposit for all the following:									
Religious Meetings (Services)	N	R 486,14	R 486,14	5,50%	R 525,30	R 460,79	5,50%		
Other functions	N	R 1 068,56	R 1 068,56	5,50%	R 1 154,65	R 1 012,85	5,50%		
Crockery / cutlery deposit	N	R 292,39	R 292,39	5,50%	R 315,94	R 277,14	5,50%		
Klipfontein, Marselle, Ekuphumleni,	N	R 2,35	R 2,35	5,50%	R 2,54	R 2,23	5,50%		
Bathurst and other Halls									
Religious Meetings (Services)	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
School events	Y	R 352,45	R 306,48	5,50%	R 331,17	R 290,50	5,50%		
Other functions	Y	R 740,01	R 643,48	5,50%	R 695,33	R 609,94	5,50%		
Hire tables	Y	R 72,92	R 63,41	5,50%	R 68,52	R 60,10	5,50%		
Hire chairs	Y	R 14,85	R 12,92	5,50%	R 13,96	R 12,24	5,50%		
Deposit for all the following:									
Religious Meetings (Services)	N	R 292,73	R 292,73	5,50%	R 316,31	R 277,47	5,50%		
Other functions	N	R 874,84	R 874,84	5,50%	R 945,32	R 829,23	5,50%		

Choose name from list - Table A1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
Financial Performance										
Property rates	68,004	76,545	83,109	100,785	100,785	84,073	70,515	100,327	105,845	111,666
Service charges	95,963	102,976	111,488	98,135	94,135	100,513	89,791	75,418	79,566	83,942
Investment revenue	1,631	2,068	3,086	2,463	2,463	3,143	2,916	528	557	588
Transfers recognised - operational	69,043	84,028	97,256	89,484	90,719	110,037	87,608	97,714	103,088	108,758
Other own revenue	15,987	16,760	18,246	23,967	28,153	23,006	20,807	19,308	20,370	21,490
Total Revenue (excluding capital transfers and contributions)	250,628	282,377	313,185	314,834	316,256	320,773	271,636	293,295	309,426	326,444
Employee costs	100,662	122,051	118,877	125,877	128,102	102,524	98,570	146,229	154,271	162,756
Remuneration of councillors	5,609	5,960	6,051	6,545	7,291	5,231	5,697	7,922	8,358	8,818
Depreciation & asset impairment	35,405	36,188	37,195	5,474	5,474	5	4	36,464	38,470	40,586
Finance charges	2,461	2,012	1,695	1,900	1,855	1,361	1,357	1,446	1,526	1,610
Materials and bulk purchases	46,405	50,508	52,742	66,154	65,188	48,096	51,018	76,850	81,076	85,359
Transfers and grants	-	-	936	1,485	1,767	1,557	1,507	1,695	1,788	1,887
Other expenditure	95,709	108,375	109,005	99,083	98,271	58,221	51,357	162,329	171,173	180,587
Total Expenditure	286,251	325,093	326,501	306,518	307,947	216,994	209,509	432,936	456,663	481,603
Surplus/(Deficit)	(35,623)	(42,715)	(13,316)	8,317	8,308	103,778	62,127	(139,641)	(147,237)	(155,159)
Transfers and subsidies - capital (monetary allocations)	36,465	32,575	33,211	35,414	40,142	18,167	24,081	25,469	26,869	28,347
Contributions recognised - capital & contributed assets	33,927	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	34,769	(10,140)	19,895	43,730	48,450	121,945	86,208	(114,173)	(120,368)	(126,812)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	34,769	(10,140)	19,895	43,730	48,450	121,945	86,208	(114,173)	(120,368)	(126,812)
Capital expenditure & funds sources										
Capital expenditure			42,727	45,973	47,500	67,592	16,276	69,420	72,789	76,793
Transfers recognised - capital	-	-	39,263	35,414	42,350	-	51,930	25,469	26,869	28,347
Public contributions & donations	-	-	-	-	-	-	(103,860)	-	-	-
Borrowing	-	-	-	-	-	-	-	23,000	-	-
Internally generated funds	-	-	4,237	10,600	7,737	-	-	20,951	-	-
Total sources of capital funds			43,499	46,014	50,087	-	(51,930)	69,420	26,869	28,347
Financial position										
Total current assets	83,347	65,974	86,751	68,119	68,119	68,119	262,231	184,063	201,905	221,297
Total non current assets	794,325	787,622	791,880	871,319	867,775	867,775	816,454	847,993	856,321	903,413
Total current liabilities	72,722	74,522	78,429	70,241	70,241	244,561	195,011	331,192	345,736	374,877
Total non current liabilities	85,634	93,241	94,476	98,331	98,331	98,331	95,389	112,050	91,206	94,203
Community wealth/Equity	699,316	685,833	705,728	770,688	767,322	889,267	787,956	588,814	621,284	655,630
Cash flows										
Net cash from (used) operating	78,002	37,393	60,095	49,170	53,890	810,161	153,936	(94,315)	(97,297)	(102,314)
Net cash from (used) investing	(91,224)	(129,944)	(40,637)	(47,996)	(49,499)	(647,387)	(87,107)	(69,420)	(72,789)	(76,793)
Net cash from (used) financing	(3,854)	(3,813)	(1,967)	-	-	921,313	75,918	21,110	(2,130)	(1,954)
Cash/cash equivalents at the year end	4,195	(87,643)	48,847	1,173	4,391	1,084,087	142,747	(93,778)	(265,994)	(447,054)
Cash backing/surplus reconciliation										
Cash and investments available	28,866	31,497	48,966	30,935	30,935	30,935	72,118	(52,777)	(55,153)	(58,017)
Application of cash and investments	27,704	19,976	29,948	30,686	30,729	30,481	(39,460)	104,239	97,115	105,417
Balance - surplus (shortfall)	1,162	11,521	19,018	249	206	454	111,578	(157,016)	(152,269)	(163,434)
Asset management										
Asset register summary (WDV)	793,741	787,179	789,441	-	-	-	-	-	-	-
Depreciation	35,256	35,567	36,510	5,473	5,473	5,473	-	36,464	38,470	40,585
Renewal of Existing Assets	-	-	-	20,104	18,070	16,178	-	25,757	27,173	28,668
Repairs and Maintenance	9,106	16,179	14,241	19,030	16,375	8,440	-	24,591	25,943	27,370
Free services										
Cost of Free Basic Services provided	-	-	-	39,251	39,251	39,251	51,521	51,521	54,354	57,344
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	0	0	0	0	0	0	0
Sanitation/sewerage:	-	-	-	2	2	2	2	2	2	2
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	4	4	4	4	4	4	4

Choose name from list - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
Revenue - Functional										
Governance and administration		138,932	160,437	170,814	187,689	188,775	195,990	192,847	203,454	214,644
Executive and council		7,233	7,641	8,997	2,551	4,447	4,728	3,939	4,156	4,384
Finance and administration		131,700	152,796	161,816	185,138	184,327	191,262	188,908	199,298	210,260
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		11,827	14,430	12,319	14,927	15,290	3,776	3,883	4,097	4,322
Community and social services		6,157	9,709	6,868	2,926	2,926	1,604	3,060	3,228	3,406
Sport and recreation		-	-	-	4,562	4,482	191	230	243	256
Public safety		3,089	1,915	3,368	-	411	162	217	228	241
Housing		1,069	1,191	564	5,897	5,897	1,703	(1,305)	(1,376)	(1,452)
Health		1,513	1,616	1,518	1,542	1,573	116	1,681	1,773	1,871
Economic and environmental services		41,674	7,776	30,417	13,551	25,116	25,930	10,263	10,827	11,423
Planning and development		37,968	4,016	6,559	5,027	5,027	3,579	3,406	3,593	3,791
Road transport		2,339	2,885	22,875	7,010	18,617	20,856	5,389	5,686	5,999
Environmental protection		1,367	874	983	1,513	1,472	1,494	1,468	1,548	1,634
Trading services		128,586	132,310	132,846	132,181	121,854	107,730	104,054	109,777	115,815
Energy sources		52,641	57,011	63,623	67,468	60,568	52,174	59,711	62,995	66,460
Water management		40,749	49,331	43,937	46,477	46,477	30,459	43,506	45,899	48,423
Waste water management		23,386	13,311	8,558	6,283	6,283	9,412	(3,897)	(4,111)	(4,337)
Waste management		11,810	12,656	16,728	11,953	8,525	15,684	4,734	4,994	5,269
Other	4	-	-	-	1,799	5,263	5,755	7,704	8,128	8,575
Total Revenue - Functional	2	321,020	314,953	346,396	350,147	356,297	339,181	318,752	336,284	354,779
Expenditure - Functional										
Governance and administration		70,891	84,069	78,820	97,919	100,708	65,268	140,024	147,641	155,761
Executive and council		43,169	54,013	42,572	27,025	29,394	22,759	31,396	33,123	34,945
Finance and administration		27,722	30,057	36,248	66,074	66,538	36,365	103,018	108,599	114,572
Internal audit		-	-	-	4,820	4,776	6,144	5,610	5,918	6,244
Community and public safety		32,091	36,796	40,013	31,947	31,313	19,892	47,084	49,673	52,405
Community and social services		13,920	16,344	19,603	7,784	7,559	4,744	12,363	13,043	13,760
Sport and recreation		4,053	4,400	1,367	11,091	10,872	7,801	17,712	18,686	19,714
Public safety		10,676	11,897	15,369	7,261	7,283	4,732	7,997	8,437	8,901
Housing		1,784	2,203	1,642	3,363	3,167	1,241	6,902	7,281	7,682
Health		1,657	1,952	2,033	2,448	2,432	1,375	2,110	2,226	2,348
Economic and environmental services		54,152	60,559	68,226	59,269	59,453	41,768	85,383	90,079	95,033
Planning and development		20,547	24,671	28,067	20,849	20,700	12,825	29,715	31,349	33,073
Road transport		31,234	33,395	37,289	34,889	35,243	26,774	49,861	52,604	55,497
Environmental protection		2,371	2,492	2,870	3,532	3,510	2,169	5,807	6,126	6,463
Trading services		129,117	143,669	139,441	114,671	113,815	88,550	157,185	165,831	174,775
Energy sources		62,327	64,960	60,787	56,638	56,171	46,856	67,713	71,438	75,191
Water management		39,376	41,268	39,565	31,604	30,745	18,952	47,691	50,314	53,081
Waste water management		21,120	19,027	21,697	10,684	10,893	8,615	16,388	17,290	18,241
Waste management		6,295	18,415	17,392	15,745	16,006	14,127	25,393	26,790	28,263
Other	4	-	-	-	2,611	2,608	2,239	2,960	3,122	3,294
Total Expenditure - Functional	3	286,251	325,093	326,501	306,417	307,897	217,717	432,635	456,346	481,269
Surplus/(Deficit) for the year		34,769	(10,140)	19,895	43,730	48,400	121,464	(113,883)	(120,062)	(126,489)

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)
3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)
4. All amounts must be classified under a functional classification. The GFS function 'Other' is only for Abattoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

Economic and environmental services	41,874	7,776	30,417	13,551	25,116	25,930	10,263	10,827	11,423
Planning and development	37,968	4,016	6,559	5,027	5,027	3,579	3,406	3,993	3,791
Billboards	-	-	-	-	-	-	-	-	-
Corporate Wide Strategic Planning (IDPs, LECs)	-	-	-	-	-	24	-	-	-
Central City Improvement District	-	-	-	-	-	-	-	-	-
Development Facilitation	-	-	-	-	-	-	-	-	-
Economic Development Planning	35,474	1,329	6,559	-	-	-	-	-	-
Regional Planning and Development	-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City	2,505	2,887	-	3,642	3,642	2,478	2,065	2,179	2,299
Project Management Unit	-	-	-	1,746	1,386	1,077	1,340	1,414	1,432
Provincial Planning	-	-	-	-	-	-	-	-	-
Support to Local Municipalities	-	-	-	-	-	-	-	-	-
Road transport	2,339	2,885	22,875	7,010	18,617	20,856	5,388	5,686	5,999
Police Forces, Traffic and Street Parking Control	1,927	1,870	-	-	-	-	-	-	-
Pounds	-	-	-	-	-	-	-	-	-
Public Transport	-	-	-	-	-	-	-	-	-
Road and Traffic Regulation	1,012	1,215	-	1,891	1,359	2,851	2,956	3,119	2,290
Roads	-	-	22,875	5,029	16,959	18,005	2,422	2,567	2,708
Taxi Ranks	-	-	-	-	-	-	-	-	-
Environmental protection	1,367	874	983	1,513	1,472	1,494	1,468	1,548	1,634
Biodiversity and Landscapes	470	21	-	40	4	6	6	3	3
Coastal Protection	-	-	-	-	-	-	-	-	-
Indigenous Forests	-	-	-	-	-	-	-	-	-
Nature Conservation	-	-	-	-	-	-	-	-	-
Pollution Control	897	954	983	1,467	1,457	1,488	1,462	1,542	1,627
Soil Conservation	-	-	-	-	-	-	-	-	-
Trading services	128,586	132,310	132,846	132,181	121,854	107,730	104,054	109,777	115,815
Energy services	52,641	57,011	63,623	67,468	60,568	52,174	59,711	62,985	66,460
Electricity	52,627	56,937	63,623	67,468	60,568	52,174	59,711	62,985	66,430
Street Lighting and Signal Systems	13	74	-	-	-	-	-	-	-
Renewable Energy	-	-	-	-	-	-	-	-	-
Water management	40,749	40,331	43,937	46,477	46,477	30,459	43,506	45,899	48,423
Water Treatment	-	-	-	-	-	-	-	-	-
Water Distribution	40,749	40,331	43,937	46,477	46,477	30,459	43,506	45,899	48,423
Water Storage	-	-	-	-	-	-	-	-	-
Wastewater management	23,386	13,311	8,558	6,283	6,283	9,412	(3,857)	(4,111)	(4,337)
Public Toilets	4	2	-	-	-	-	-	-	-
Sewerage	23,382	13,309	8,558	6,283	6,283	9,412	(3,857)	(4,111)	(4,337)
Storm Water Management	-	-	-	-	-	-	-	-	-
Waste Water Treatment	-	-	-	-	-	-	-	-	-
Waste management	11,810	12,656	16,728	11,953	8,525	15,864	4,734	4,994	5,289
Recycling	-	-	-	-	-	-	-	-	-
Solid Waste Disposal (Landfill Sites)	-	-	-	-	-	-	-	-	-
Solid Waste Removal	11,810	12,656	16,728	11,953	8,525	15,864	4,734	4,994	5,289
Street Cleaning	-	-	-	-	174	-	-	-	-
Other	-	-	-	1,799	5,263	5,755	7,704	8,128	8,575
Abattoirs	-	-	-	-	-	-	-	-	-
Air Transport	-	-	-	-	-	-	-	-	-
Forestry	-	-	-	-	-	-	-	-	-
Licensing and Regulation	-	-	-	1,799	5,263	5,755	7,704	8,128	8,575
Maritime	-	-	-	-	-	-	-	-	-
Tourism	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	321,020	314,953	346,396	350,147	356,297	339,181	318,752	336,284

Economic and environmental services	54,152	60,559	68,226	59,269	59,453	41,766	65,383	90,079	95,833
Planning and development	20,547	24,871	28,067	20,849	20,700	12,825	29,715	31,340	33,073
Bulboards	-	-	-	-	-	-	-	-	-
Corporate Wide Strategic Planning (IDPs, LEDAs)	11,856	15,020	-	1,118	1,095	135	38	38	40
Central City Improvement District	-	-	-	-	-	-	-	-	-
Development Facilitation	-	-	-	-	-	-	-	-	-
Economic Development/Planning	-	-	-	-	-	-	-	-	-
Regional Planning and Development	-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City	8,691	9,661	26,067	16,200	15,990	5,739	25,041	26,419	27,872
Project Management Unit	-	-	-	3,551	3,807	2,261	1,637	4,882	5,162
Provincial Planning	-	-	-	-	-	-	-	-	-
Support to Local Municipalities	-	-	-	-	-	-	-	-	-
Road transport	31,234	33,395	37,289	34,889	35,243	26,774	49,661	52,604	55,487
Police Forces, Traffic and Street Parking Control	1,380	1,800	-	-	-	-	-	-	-
Pounds	-	-	-	-	-	-	-	-	-
Public Transport	-	-	-	-	-	-	-	-	-
Roads	29,854	31,596	37,289	28,579	29,417	21,956	46,922	49,503	52,213
Taxi Ranks	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	3,320	5,025	4,815	2,940	3,101	3,272
Environmental protection	2,371	2,492	2,870	3,532	3,910	2,169	5,807	6,126	6,483
Biodiversity and Landscape	971	1,099	-	1,541	1,537	364	2,609	2,753	2,904
Coastal Protection	-	-	-	-	-	-	-	-	-
Indigenous Forests	-	-	-	-	-	-	-	-	-
Natural Conservation	-	-	-	-	-	-	-	-	-
Pollution Control	1,207	1,303	2,870	1,991	1,973	1,305	3,191	3,373	3,559
Soil Conservation	-	-	-	-	-	-	-	-	-
Trading services	129,117	143,669	139,441	114,871	113,815	88,550	137,185	165,831	174,775
Energy services	62,327	64,980	60,787	56,638	56,171	46,856	67,713	71,438	75,191
Electricity	59,831	1,059	80,787	52,273	51,806	41,042	61,282	66,751	70,225
Street Lighting and Signal Systems	2,395	3,901	-	3,365	4,365	5,214	4,461	4,706	4,965
Nonelectric Energy	-	-	-	-	-	-	-	-	-
Water management	39,376	41,268	39,565	31,804	30,745	18,952	47,691	50,314	53,081
Water Treatment	-	-	-	2,699	2,449	1,057	3,970	4,163	4,419
Water Distribution	39,277	41,202	39,535	27,715	27,300	17,631	40,268	42,602	44,839
Water Storage	99	66	-	1,190	960	264	3,115	1,624	1,820
Waste water management	21,120	19,027	21,697	10,884	10,893	8,615	16,388	17,290	18,241
Public Toilets	2,244	2,190	-	-	-	-	-	-	-
Sewerage	18,876	16,837	21,697	10,884	10,893	8,615	16,388	17,290	18,241
Storm Water Management	-	-	-	-	-	-	-	-	-
Waste Water Treatment	-	-	-	-	-	-	-	-	-
Waste management	6,295	18,415	17,392	15,745	16,005	14,127	25,393	26,790	28,263
Recycling	-	-	-	-	-	-	-	-	-
Solid Waste Disposal (Landfill Sites)	-	-	-	-	-	-	-	-	-
Solid Waste Removal	6,295	18,415	17,392	12,540	12,609	11,070	20,762	21,901	23,109
Street Cleaning	-	-	-	2,606	3,397	3,057	3,631	4,885	5,154
Other	-	-	-	2,611	2,608	2,239	2,960	3,122	3,294
Abattoirs	-	-	-	-	-	-	-	-	-
Air Transport	-	-	-	-	-	-	-	-	-
Forestry	-	-	-	-	-	-	-	-	-
Licensing and Regulation	-	-	-	2,611	2,608	2,239	2,960	3,122	3,294
Markets	-	-	-	-	-	-	-	-	-
Tourism	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	286,251	325,093	306,417	307,897	217,717	432,635	456,346	481,265
Surplus/(Deficit) for the year	34,769	(10,140)	19,895	43,739	48,460	121,464	(113,883)	(120,082)	(126,489)

References

- Government Finance Statistics Functions and Sub-functions are standardised to assist national and international accounts comparison
- Total Revenue by Functional Classification must reconcile to total operating revenue shown in Financial Performance (revenue and expenditure)
- Total Expenditure by Functional Classification must reconcile to total operating expenditure shown in Financial Performance (revenue and expenditure)
- All amounts must be classified under a Functional classification. The GFS function 'Other' is only for Abattoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnote. Nothing else may be placed under 'Other'. As such associate share to relevant classification

check opex balance	-100,720	-100,720	240,974	-10,952	-11,528	-12,078
check opex balance	-100,720	-50,720	72,240	-300,352	-316,870	-334,137

Choose name from list - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Revenue by Vote	1									
Vote 1 - COUNCIL GENERAL		6,613	7,409	8,997	2,560	3,669	4,436	4,157	4,386	4,627
Vote 2 - MUNICIPAL MANAGER		1,226	619	-	(9)	778	797	(218)	(230)	(243)
Vote 3 - CORPORATE SERVICES		2,372	2,795	239	4,276	3,168	4,034	3,412	3,600	3,798
Vote 4 - COMMUNITY PROTECTION SERVICES		16,717	20,114	28,483	15,784	12,070	18,849	9,667	10,198	10,759
Vote 5 - COMMUNITY PROTECTION SERVICES		2,850	2,533	929	7,566	11,616	7,405	9,383	9,899	10,443
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		66,275	18,158	37,992	16,340	27,968	30,973	1,942	2,049	2,162
Vote 7 - INFRASTRUCTURAL DEVELOPMENT		1,069	1,191	564	5,897	5,897	1,703	(1,305)	(1,376)	(1,452)
Vote 8 - ELECTRICITY SERVICES		52,641	57,011	63,623	67,468	60,568	52,174	59,711	62,995	66,460
Vote 9 - WATER SERVICES		40,002	52,736	43,990	46,477	46,477	30,459	43,506	45,899	48,423
Vote 10 - FINANCIAL MANAGEMENT		131,256	152,385	161,578	183,788	184,086	188,832	188,497	198,864	209,801
Vote 11 - FINANCIAL MANAGEMENT		-	-	-	-	-	-	-	-	-
Vote 12 - Ndlambe LM		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	321,020	314,953	346,395	350,147	356,297	339,662	318,752	336,284	354,779
Expenditure by Vote to be appropriated	1									
Vote 1 - COUNCIL GENERAL		38,931	49,716	42,572	9,874	11,792	10,279	12,608	13,301	14,033
Vote 2 - MUNICIPAL MANAGER		12,818	14,241	-	23,088	23,473	19,419	24,434	25,778	27,196
Vote 3 - CORPORATE SERVICES		14,592	16,611	12,404	22,047	22,103	17,219	28,115	29,661	31,293
Vote 4 - COMMUNITY PROTECTION SERVICES		26,809	41,069	54,397	39,158	38,260	29,550	51,615	54,454	57,449
Vote 5 - COMMUNITY PROTECTION SERVICES		8,331	9,627	4,237	14,142	14,913	11,230	31,328	33,051	34,869
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		65,462	67,556	87,051	64,139	64,866	44,687	99,238	104,696	110,454
Vote 7 - INFRASTRUCTURAL DEVELOPMENT		1,784	2,203	1,642	3,363	3,167	1,241	6,902	7,281	7,682
Vote 8 - ELECTRICITY SERVICES		62,327	64,960	60,787	56,638	56,171	46,856	67,713	71,438	75,191
Vote 9 - WATER SERVICES		38,716	41,268	39,565	31,604	30,745	18,952	47,691	50,314	53,081
Vote 10 - FINANCIAL MANAGEMENT		17,065	18,654	23,845	42,362	42,407	18,283	62,992	66,373	70,023
Vote 11 - FINANCIAL MANAGEMENT		-	-	-	-	-	-	-	-	-
Vote 12 - Ndlambe LM		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	286,834	325,905	326,499	306,417	307,897	217,717	432,635	456,346	481,269
Surplus/(Deficit) for the year	2	34,186	(10,952)	19,895	43,730	48,400	121,946	(113,883)	(120,062)	(126,489)

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

Choose name from list - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
8.10 - Finance: Suspense ledger / Miscellaneous (010712)		-	-	-	-	-	-	-	-	-
Vote 9 - WATER SERVICES		40,002	52,738	43,990	46,477	46,477	30,459	43,506	45,899	48,423
9.1 - ADMINISTRATION WS		27,134	31,560	43,800	28,477	28,477	30,459	18,037	19,029	20,076
9.2 - RETICULATION		5,090	16,929	-	-	-	-	-	-	-
9.3 - PURIFICATION		-	-	-	-	-	-	-	-	-
9.4 - RESERVOIRS		-	-	-	-	-	-	-	-	-
9.5 - RETICULATION		7,779	4,247	-	16,000	18,000	-	25,469	26,869	28,347
9.6 - SAREL HAYWARD DAM		-	-	-	-	-	-	-	-	-
Vote 10 - FINANCIAL MANAGEMENT		131,256	152,385	161,578	183,788	184,086	188,632	188,487	198,664	209,801
10.1 - ASSET MANAGEMENT		109,741	146,341	-	100,785	100,785	81,083	100,327	105,345	111,666
10.2 - SUPPLY CHAIN UNIT		-	-	-	(40)	(40)	-	-	-	-
10.3 - BUDGET & TREASURY OFFICE		-	-	-	55	55	354	1,057	1,115	1,176
10.4 - REVENUE/CREDIT CONTROL		2,734	2,730	-	4,035	4,035	4,687	1,981	2,090	2,204
10.5 - REVENUE/CREDIT CONTROL		-	468	161,578	78,757	79,056	97,804	85,123	89,104	94,711
10.6 - VALUATIONS		-	-	-	112	112	5	9	10	10
10.7 - ADMINISTRATION		18,781	847	-	-	-	-	-	-	-
10.8 - SUPPLY CHAIN UNIT		-	-	-	62	62	-	-	-	-
10.9 - ASSET MANAGEMENT		-	-	-	21	21	-	0	0	0
10.10 - SUSPENSE LEDGER - CASH AT BANK		-	-	-	-	-	-	-	-	-
Vote 11 - FINANCIAL MANAGEMENT		-	-	-	-	-	-	-	-	-
11.1 - SUSPENSE LEDGER - MISCELLANEOUS		-	-	-	-	-	-	-	-	-
11.2 - SUSPENSE LEDGER - SALARIES & WAGES		-	-	-	-	-	-	-	-	-
11.3 - SUSPENSE LEDGER - VAT ACCOUNTS		-	-	-	-	-	-	-	-	-
11.4 - LOANS & PROVISIONS		-	-	-	-	-	-	-	-	-
11.5 - RECEIVABLES		-	-	-	-	-	-	-	-	-
11.6 - TRADE & PAYABLES		-	-	-	-	-	-	-	-	-
11.7 - ACCUMULATED SURPLUS		-	-	-	-	-	-	-	-	-
11.8 - CALL SHORT TERM INVESTMENT		-	-	-	-	-	-	-	-	-
11.9 - FINANCE DEFAULT		-	-	-	-	-	-	-	-	-
11.10 - FINANCIAL INVENTORY		-	-	-	-	-	-	-	-	-
Vote 12 - Ndjambe LM		-	-	-	-	-	-	-	-	-
12.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
13.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote		321,020	314,953	346,395	350,147	356,297	338,082	318,752	336,264	354,779

Choose name from list - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Expenditure by Vote	1									
Vote 1 - COUNCIL GENERAL		38,931	49,716	42,572	9,874	11,792	10,279	12,608	13,301	14,033
1.1 - OFFICE OF THE MAYOR		38,376	49,031	42,572	8,969	10,931	9,738	10,236	10,798	11,032
1.2 - PUBLIC PARTICIPATION UNIT		555	681	-	876	530	541	807	851	896
1.3 - Office of the speaker		-	-	-	-	-	-	1,565	1,651	1,742
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER		12,818	14,241	-	23,088	23,473	19,419	24,434	25,778	27,196
2.1 - OFFICE OF THE MUNICIPAL MANAGER		2,540	2,731	-	3,364	3,178	2,164	4,268	4,503	4,751
2.2 - LOCAL AIDS COUNCIL		417	430	-	608	599	435	643	678	716
2.3 - INFORMATION TECHNOLOGY		3,522	3,955	-	5,771	5,537	4,172	3,370	4,093	4,307
2.4 - INTERNAL AUDITOR		450	701	-	4,820	4,773	6,144	5,610	5,516	6,244
2.5 - COMMUNICATIONS OFFICE		605	541	-	944	914	797	1,149	1,212	1,278
2.6 - LOCAL ECONOMIC DEVELOPMENT		3,038	3,852	-	4,585	5,545	3,877	6,457	6,823	7,198
2.7 - LOCAL ECONOMIC DEVELOPMENT		688	835	-	841	837	580	1,182	1,247	1,316
2.8 - PERFORMANCE MANAGEMENT SYSTEMS		-	-	-	837	803	321	1,210	1,276	1,345
2.9 - INTEGRATION DEVELOPMENT PLANNING		907	1,093	-	1,118	1,095	795	36	39	40
		-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		14,592	16,611	12,404	22,047	22,103	17,219	28,115	29,661	31,293
3.1 - CIVIC BUILDING & GENERAL		4,310	5,314	-	2,800	2,540	2,252	6,109	6,440	6,800
3.2 - CUSTOMER RELATIONS		4	71	-	131	131	-	424	547	472
3.3 - HUMAN RESOURCES MANAGEMENT		2,214	2,470	-	5,925	6,413	6,310	7,902	8,369	8,825
3.4 - LIBRARIES		2,837	3,701	-	4,504	4,799	2,452	5,222	5,509	5,312
3.5 - ADMINISTRATION		5,164	4,297	12,304	7,231	7,054	6,148	7,217	7,345	8,066
3.6 - REGISTRY		-	13	-	1,051	1,051	18	1,059	1,117	1,178
3.7 - PUBLICITY		22	45	-	116	113	38	122	129	130
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY PROTECTION SERVICES		28,809	41,089	54,397	39,158	38,280	28,550	51,615	54,454	57,449
4.1 - BLUE FLAG BEACHES		1,307	1,572	-	2,345	2,332	1,009	2,859	2,806	2,536
4.2 - ADMINISTRATION - CPS		2,036	2,708	19,900	4,073	4,216	3,484	4,716	4,975	5,249
4.3 - HEALTH ENVIRONMENTAL SERVICES		1,241	1,522	2,033	2,448	2,432	1,375	2,110	2,226	2,348
4.3 - HEALTH ENVIRONMENTAL SERVICES		974	1,099	-	1,511	1,537	864	2,609	2,753	2,904
4.5 - MUNICIPAL BYLAW COMPLIANCE		49	85	-	847	503	142	786	808	852
4.6 - PARKS & RECREATION		5,740	7,329	-	9,746	6,540	6,791	15,053	15,891	16,755
4.7 - PUBLIC CONVEYANCE CLEANING		2,385	2,812	-	-	-	-	-		

Choose name from list - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)											
Vote Description		Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
8.9 - Finance: Suspense ledger / Miscellaneous (010712)			-	-	-						
8.10 - Finance: Suspense ledger / Miscellaneous: (010712)			-	-	-						
Vote 9 - WATER SERVICES			38,716	41,268	39,565	31,604	30,745	18,952	47,891	50,314	53,081
9.1 - ADMINISTRATION WS			34,113	33,119	39,565	25,735	25,496	16,605	38,206	40,307	42,524
9.2 - RETICULATION			18	116	-	360	220	-	480	506	534
9.3 - PURIFICATION			2,298	2,684	-	2,899	2,449	1,057	3,970	4,183	4,419
9.4 - RESERVOIRS			-	57	-	540	750	263	3,213	3,390	3,576
9.5 - RETICULATION			2,158	5,264	-	1,420	1,420	1,023	1,600	1,648	1,781
9.6 - SAREL HAYWARD DAM			99	8	-	250	210	2	222	234	247
Vote 10 - FINANCIAL MANAGEMENT			17,065	18,654	23,845	42,362	42,407	18,283	62,992	66,373	70,023
10.1 - ASSET MANAGEMENT			-	-	-	-	-	-	-	-	-
10.2 - SUPPLY CHAIN UNIT			443	112	-	568	660	380	523	552	582
10.3 - BUDGET & TREASURY OFFICE			(7)	2,095	-	2,113	2,285	3,665	8,114	8,560	9,031
10.4 - REVENUE/CREDIT CONTROL			2,412	3,691	23,815	3,527	3,478	2,572	3,918	4,049	4,271
10.5 - REVENUE/CREDIT CONTROL			11	8,509	-	28,524	26,872	9,337	33,952	12,150	14,402
10.6 - VALUATIONS			364	448	-	681	681	173	3,851	4,066	4,289
10.7 - ADMINISTRATION			12,802	2,128	-	2,312	2,256	1,373	2,207	2,368	2,456
10.8 - SUPPLY CHAIN UNIT			1,253	1,372	-	2,779	2,753	629	2,898	3,057	3,225
10.9 - ASSET MANAGEMENT			-	-	-	1,546	1,532	255	1,527	1,611	1,700
10.10 - SUSPENSE LEDGER - CASH AT BANK			-	-	-	-	-	-	-	-	-
Vote 11 - FINANCIAL MANAGEMENT			-	-	-	-	-	-	-	-	-
11.1 - SUSPENSE LEDGER - MISCELLANEOUS			-	-	-	-	-	-	-	-	-
11.2 - SUSPENSE LEDGER - SALARIES & WAGES			-	-	-	-	-	-	-	-	-
11.3 - SUSPENSE LEDGER - VAT ACCOUNTS			-	-	-	-	-	-	-	-	-
11.4 - LOANS & PROVISIONS			-	-	-	-	-	-	-	-	-
11.5 - RECEIVABLES			-	-	-	-	-	-	-	-	-
11.6 - TRADE & PAYABLES			-	-	-	-	-	-	-	-	-
11.7 - ACCUMULATED SURPLUS			-	-	-	-	-	-	-	-	-
11.8 - CALL/SHORT TERM INVESTMENT			-	-	-	-	-	-	-	-	-
11.9 - FINANCE DEFAULT			-	-	-	-	-	-	-	-	-
11.10 - FINANCEN- INVENTORY			-	-	-	-	-	-	-	-	-
Vote 12 - Ndiambe LM			-	-	-	-	-	-	-	-	-
12.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Vote 13 -			-	-	-	-	-	-	-	-	-
13.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Vote 14 -			-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Vote 15 -			-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Total Expenditure by Vote			286,834	325,905	326,499	306,417	307,897	217,717	432,635	456,346	481,269
Surplus/(Deficit) for the year			34,186	(10,952)	19,895	43,730	48,400	121,946	(113,883)	(120,062)	(126,489)

References

1. Insert "Vote"; e.g. Department, if different to Functional structure

2. Must reconcile to Financial Performance ('Revenue and Expenditure by Functional Classification' and 'Revenue and Expenditure')

3. Assign share in 'associate' to relevant Vote

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 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 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source											
Property rates	2	68,004	76,545	83,109	100,785	100,785	84,073	70,515	100,327	105,845	111,666
Service charges - electricity revenue	2	51,162	56,297	57,186	58,510	58,510	50,826	46,433	58,821	62,057	65,470
Service charges - water revenue	2	25,843	26,820	31,737	27,020	27,020	28,933	25,610	16,073	16,957	17,889
Service charges - sanitation revenue	2	7,220	7,470	8,550	3,978	3,978	9,187	7,794	(4,197)	(4,428)	(4,672)
Service charges - refuse revenue	2	11,588	12,350	13,998	8,627	4,627	11,567	9,954	4,722	4,981	5,255
Service charges - other		150	38	18	-	-	-	-	-	-	-
Rental of facilities and equipment		1,214	1,268	1,493	906	906	82	93	265	280	295
Interest earned - external investments		1,631	2,068	3,086	2,463	2,463	3,143	2,916	528	557	588
Interest earned - outstanding debtors		5,711	6,503	6,729	6,183	6,433	4,668	4,148	5,066	5,344	5,638
Dividends received		-	-	-	19	19	-	-	36	38	40
Fines, penalties and forfeits		606	456	470	3,546	7,184	7,942	8,089	10,873	11,471	12,102
Licences and permits		3,958	3,600	3,812	1,732	1,763	1,603	1,022	1,580	1,667	1,758
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		69,043	84,028	97,256	89,484	90,719	110,037	87,608	97,714	103,088	108,758
Other revenue	2	4,499	4,934	5,742	11,581	11,849	8,710	7,454	1,488	1,570	1,656
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		250,628	282,377	313,185	314,834	316,256	320,773	271,636	293,295	309,426	326,444
Expenditure By Type											
Employee related costs	2	100,662	122,051	118,877	125,877	128,102	102,524	98,570	146,229	164,271	162,756
Remuneration of councillors		5,609	5,960	6,051	6,545	7,291	5,231	5,697	7,922	8,358	8,818
Debt impairment	3	16,732	15,053	22,148	14,538	15,088	-	-	23,294	24,575	25,927
Depreciation & asset impairment	2	35,405	36,188	37,195	5,474	5,474	5	4	36,464	38,470	40,586
Finance charges		2,461	2,012	1,695	1,900	1,955	1,361	1,357	1,446	1,526	1,610
Bulk purchases	2	46,405	50,508	52,742	48,636	48,636	40,135	42,366	56,109	59,195	62,451
Other materials	8	-	-	-	17,518	16,551	7,962	8,652	20,740	21,881	22,908
Contracted services		21,373	18,199	17,910	47,139	47,358	28,224	26,665	89,163	94,067	99,241
Transfers and subsidies		-	-	936	1,485	1,767	1,557	1,507	1,695	1,788	1,887
Other expenditure	4, 5	57,094	73,764	66,924	37,305	35,724	30,719	25,129	49,862	52,519	55,408
Loss on disposal of PPE		511	1,359	2,023	101	101	(722)	(437)	11	11	12
Total Expenditure		286,251	325,093	326,501	306,518	307,947	216,994	209,509	432,936	456,663	481,603
Surplus/(Deficit)		(35,623)	(42,715)	(13,316)	8,317	8,308	103,778	62,127	(139,641)	(147,237)	(155,159)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		36,465	32,575	33,211	35,414	40,142	18,167	24,081	25,469	26,869	28,347
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		33,927	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		34,769	(10,140)	19,895	43,730	48,450	121,945	86,208	(114,173)	(120,368)	(126,812)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		34,769	(10,140)	19,895	43,730	48,450	121,945	86,208	(114,173)	(120,368)	(126,812)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		34,769	(10,140)	19,895	43,730	48,450	121,945	86,208	(114,173)	(120,368)	(126,812)
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		34,769	(10,140)	19,895	43,730	48,450	121,945	86,208	(114,173)	(120,368)	(126,812)

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method (Includes Joint Ventures)

Choose name from list - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - COUNCIL GENERAL		-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY PROTECTION SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 5 - COMMUNITY PROTECTION SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	-	-	-	-
Vote 7 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	-	-	-	-
Vote 8 - ELECTRICITY SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 9 - WATER SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 10 - FINANCIAL MANAGEMENT		-	-	-	-	-	-	-	-	-	-
Vote 11 - FINANCIAL MANAGEMENT		-	-	-	-	-	-	-	-	-	-
Vote 12 - Ndlambe LM		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - COUNCIL GENERAL		-	-	1 510	1 000	1 012	1 262	1 013	883	916	966
Vote 2 - MUNICIPAL MANAGER		195	207	1 833	10	103	70	8	29	20	21
Vote 3 - CORPORATE SERVICES		-	-	295	591	620	568	89	8 000	8 440	8 904
Vote 4 - COMMUNITY PROTECTION SERVICES		1 593	1 983	863	5 154	2 417	-	-	6 882	6 955	7 337
Vote 5 - COMMUNITY PROTECTION SERVICES		-	46	4 569	4 600	4 940	8 063	3 775	3 715	3 919	4 135
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		45 159	46 304	20 547	7 254	18 612	57 752	11 401	21 428	22 480	23 727
Vote 7 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	7	7	-	-	230	243	256
Vote 8 - ELECTRICITY SERVICES		-	183	4 867	8 000	1 100	4 419	368	-	-	-
Vote 9 - WATER SERVICES		4 918	24 244	4 867	18 466	18 466	16 178	8 162	27 923	29 459	31 079
Vote 10 - FINANCIAL MANAGEMENT		1 165	1 466	59	891	298	224	77	330	348	368
Vote 11 - FINANCIAL MANAGEMENT		-	-	-	-	-	-	-	-	-	-
Vote 12 - Ndlambe LM		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		53 030	74 434	39 411	45 973	47 476	68 537	24 894	69 420	72 789	76 793
Total Capital Expenditure - Vote		53 030	74 434	39 411	45 973	47 476	68 537	24 894	69 420	72 789	76 793
Capital Expenditure - Functional											
Governance and administration		-	-	4 045	2 038	1 779	1 634	1 114	17 509	18 445	19 480
Executive and council		-	-	1 676	1 010	1 115	1 332	1 021	912	935	967
Finance and administration		-	-	2 368	1 028	664	302	93	16 597	17 510	18 473
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	1 339	6 281	4 653	7 675	3 604	12 492	13 169	13 893
Community and social services		-	-	2	454	254	481	73	8 000	8 440	8 904
Sport and recreation		-	-	439	5 600	4 300	6 900	3 381	45	47	50
Public safety		-	-	899	200	81	223	150	4 195	4 416	4 658
Housing		-	-	-	7	7	-	-	230	242	256
Health		-	-	-	-	-	-	-	22	23	25
Economic and environmental services		-	-	28 218	6 494	17 287	58 284	11 559	5 698	5 600	5 906
Planning and development		-	-	-	45	42	57	22	835	763	805
Road transport		-	-	26 216	6 449	16 890	57 685	11 379	4 770	4 737	4 997
Environmental protection		-	-	-	-	365	532	157	86	100	106
Trading services		-	-	9 052	31 180	23 781	-	-	33 301	35 132	37 064
Energy services		-	-	4 657	8 000	1 100	-	-	-	-	-
Water management		-	-	3 399	16 436	16 436	-	-	27 623	29 459	31 079
Waste water management		-	-	206	1 350	1 350	-	-	378	398	420
Waste management		-	-	-	5 514	2 315	-	-	5 000	5 274	5 585
Other		-	-	74	-	-	-	-	426	443	467
Total Capital Expenditure - Functional	3	-	-	42 727	45 973	47 500	67 592	16 276	69 420	72 789	76 793
Funded by:											
National Government		-	-	38 293	35 414	42 350	-	51 930	25 469	26 869	28 347
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	663	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	-	-	39 293	35 414	42 350	-	51 930	25 469	26 869	28 347
Public contributions & donations	5	-	-	-	-	-	-	(103 860)	-	-	-
Borrowing	6	-	-	-	-	-	-	-	23 000	-	-
Internally generated funds		-	-	4 237	10 600	7 737	-	-	20 951	-	-
Total Capital Funding	7	-	-	43 499	46 014	50 087	-	(51 930)	69 420	26 869	28 347

References:

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year.
3. Capital expenditure by functional classification must reconcile to the appropriations by vote.
4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure).
5. Must reconcile to Budgeted Financial Performance (revenue and expenditure).
6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17.
7. Total Capital Funding must balance with Total Capital Expenditure.
8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget.

Choose name from list - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome							
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 1 - COUNCIL GENERAL											
1.1 - OFFICE OF THE MAYOR											
1.2 - PUBLIC PARTICIPATION UNIT											
1.3 - Office of the speaker											
Vote 2 - MUNICIPAL MANAGER											
2.1 - OFFICE OF THE MUNICIPAL MANAGER											
2.2 - LOCAL AIDS COUNCIL											
2.3 - INFORMATION TECHNOLOGY											
2.4 - INTERNAL AUDITOR											
2.5 - COMMUNICATIONS OFFICE											
2.6 - LOCAL ECONOMIC DEVELOPMENT											
2.7 - LOCAL ECONOMIC DEVELOPMENT											
2.8 - PERFORMANCE MANAGEMENT SYSTEMS											
2.9 - INTEGRATION DEVELOPMENT PLANNING											
Vote 3 - CORPORATE SERVICES											
3.1 - CIVIC BUILDINGS & GENERAL											
3.2 - CUSTOMER RELATIONS											
3.3 - HUMAN RESOURCES MANAGEMENT											
3.4 - LIBRARIES											
3.5 - ADMINISTRATION											
3.6 - REGISTRY											
3.7 - PUBLICITY											
Vote 4 - COMMUNITY PROTECTION SERVICES											
4.1 - BLUE FLAG BEACHES											
4.2 - ADMINISTRATION - CPS											
4.3 - HEALTH ENVIRONMENTAL SERVICES											
4.3 - HEALTH ENVIRONMENTAL SERVICES											
4.5 - MUNICIPAL BY-LAW COMPLIANCE											
4.6 - PARKS & RECREATION											
4.7 - PUBLIC CONVICTION STREET CLEANING											
4.8 - REFUSE REMOVAL											
4.9 - ROAD MARKINGS											
4.10 - LAW ENFORCEMENT											
Vote 5 - COMMUNITY PROTECTION SERVICES											
5.1 - DISASTER MANAGEMENT											
5.2 - FIRE PROTECTION											
5.3 - SPORTS GROUND											
5.4 - ENVIRONMENTAL COMPLIANCE											
5.5 - LICENSING											
5.6 - SMALL ANIMAL POUND											
5.7 - Security and Protection											
5.8 - Finance: Suspense ledger / Miscellaneous (010712)											
5.9 - Finance: Suspense ledger / Miscellaneous (010712)											
5.10 - Finance: Suspense ledger / Miscellaneous (010712)											
Vote 6 - INFRASTRUCTURAL DEVELOPMENT											
6.1 - CONSERVANCY & SANITATION											
6.2 - GENERAL WORKS											
6.3 - ROADS AND GENERAL WORKS											
6.4 - SEWERAGE											
6.5 - BUILDING CONTROL											
6.6 - TOWN ENGINEER											
6.7 - WORKSHOPS											
6.8 - ESTATES											
6.9 - PROJECT MANAGEMENT UNIT											
6.10 - TOWN PLANNING											
Vote 7 - INFRASTRUCTURAL DEVELOPMENT											
7.1 - HOUSING											
7.2 - Finance: Suspense ledger / Miscellaneous (010712)											
7.3 - Finance: Suspense ledger / Miscellaneous (010712)											
7.4 - Finance: Suspense ledger / Miscellaneous (010712)											
7.5 - Finance: Suspense ledger / Miscellaneous (010712)											
7.6 - Finance: Suspense ledger / Miscellaneous (010712)											
7.7 - Finance: Suspense ledger / Miscellaneous (010712)											
7.8 - Finance: Suspense ledger / Miscellaneous (010712)											
7.9 - Finance: Suspense ledger / Miscellaneous (010712)											
7.10 - Finance: Suspense ledger / Miscellaneous (010712)											

Vote 8 - ELECTRICITY SERVICES

- 8.1 - ADMINISTRATION ES
- 8.2 - DISTRIBUTION HT
- 8.3 - DISTRIBUTION LT
- 8.4 - STREET LIGHTS
- 8.5 - SUBSTATIONS
- 8.6 - BULK PURCHASES
- 8.7 - Finance: Suspense ledger / Miscellaneous (010712)
- 8.8 - Finance: Suspense ledger / Miscellaneous (010712)
- 8.9 - Finance: Suspense ledger / Miscellaneous (010712)
- 8.10 - Finance: Suspense ledger / Miscellaneous (010712)

Vote 9 - WATER SERVICES

- 9.1 - ADMINISTRATION W
- 9.2 - RETICULATION
- 9.3 - PURIFICATION
- 9.4 - RESERVOIRS
- 9.5 - RETICULATION
- 9.6 - SAHEL HAYWARD DAM

Vote 10 - FINANCIAL MANAGEMENT

- 10.1 - ASSET MANAGEMENT
- 10.2 - SUPPLY CHAIN UNIT
- 10.3 - BUDGET & TREASURY OFFICE
- 10.4 - REVENUE/CREDIT CONTROL
- 10.5 - REVENUE/CREDIT CONTROL
- 10.6 - VALUATIONS
- 10.7 - ADMINISTRATION
- 10.8 - SUPPLY CHAIN UNIT
- 10.9 - ASSET MANAGEMENT
- 10.10 - SUSPENSE LEDGER - CASH AT BANK

Vote 11 - FINANCIAL MANAGEMENT

- 11.1 - SUSPENSE LEDGER - MISCELLANEOUS
- 11.2 - SUSPENSE LEDGER - SALARIES & WAGES
- 11.3 - SUSPENSE LEDGER - VAT ACCOUNTS
- 11.4 - LOANS & PROVISIONS
- 11.5 - RECEIVABLES
- 11.6 - TRADE & PAYABLES
- 11.7 - ACCUMULATED SURPLUS
- 11.8 - CALL/SHORT TERM INVESTMENT
- 11.9 - FINANCE DEFAULT
- 11.10 - FINANCIAL INVENTORY

Vote 12 - Ndjaména LM

- 12.1 - [Name of sub-vote]

Vote 13 -

- 13.1 - [Name of sub-vote]

Vote 14 -

- 14.1 - [Name of sub-vote]

Vote 15 -

- 15.1 - [Name of sub-vote]

Capital multi-year expenditure sub-total

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Vote 1 - COUNCIL GENERAL	1,110	1,000	1,012	1,251	1,013	883	916	966			
1.1 - OFFICE OF THE MAYOR	1,281	700	761	721	721	163	177	187			
1.2 - PUBLIC PARTICIPATION UNIT	240	300	251	1,124	251	16	—	—			
1.3 - Office of the speaker	—	—	—	—	—	700	739	774			
	—	—	—	—	—	—	—	—			
	—	—	—	—	—	—	—	—			
	—	—	—	—	—	—	—	—			
Vote 2 - MUNICIPAL MANAGER	195	207	1,833	10	103	78	8	29	38	21	
2.1 - OFFICE OF THE MUNICIPAL MANAGER	19	10	60	—	—	—	10	11	11	—	
2.2 - LOCAL AIDS COUNCIL	—	—	—	—	—	—	10	—	—	—	
2.3 - INFORMATION TECHNOLOGY	155	207	46	71	8	9	9	—	—	—	
2.4 - INTERNAL AUDITOR	—	—	—	—	—	—	—	—	—	—	
2.5 - COMMUNICATIONS OFFICE	—	—	—	—	—	—	—	—	—	—	
2.6 - LOCAL ECONOMIC DEVELOPMENT	—	—	—	—	—	—	—	—	—	—	
2.6 - LOCAL ECONOMIC DEVELOPMENT	—	—	—	—	—	—	—	—	—	—	
2.8 - PERFORMANCE MANAGEMENT SYSTEMS	—	—	—	—	—	—	—	—	—	—	
2.9 - INTEGRATION DEVELOPMENT PLANNING	—	—	—	—	—	—	—	—	—	—	
	—	—	—	—	—	—	—	—	—	—	
Vote 3 - CORPORATE SERVICES	295	591	620	348	89	8,000	8,440	8,904			
3.1 - CIVIC BUILDING & GENERAL	—	271	71	—	1	8,000	8,440	8,904			
3.2 - CUSTOMER RELATIONS	—	—	—	—	—	—	—	—			
3.3 - HUMAN RESOURCES MANAGEMENT	—	115	110	—	0	—	—	—			
3.4 - LIBRARIES	183	183	182	421	72	—	—	—			
3.5 - ADMINISTRATION	151	20	257	88	13	—	—	—			
3.6 - REGISTRY	—	—	11	21	3	—	—	—			
3.7 - PUBLICITY	—	—	—	—	—	—	—	—			
	—	—	—	—	—	—	—	—			
	—	—	—	—	—	—	—	—			
Vote 4 - COMMUNITY PROTECTION SERVICES	1,593	1,983	883	5,154	2,417	—	6,882	6,955	7,337		
4.1 - BLUE FLAG BEACHES	—	—	—	—	—	—	15	47	50	—	
4.2 - ADMINISTRATION - CPS	1,317	1,317	—	—	—	—	—	—	—	—	
4.3 - HEALTH ENVIRONMENTAL SERVICES	2	2	—	—	—	—	22	23	25	—	
4.3 - HEALTH ENVIRONMENTAL SERVICES	198	198	—	—	—	—	—	—	—	—	
4.5 - MUNICIPAL BYLAW COMPLIANCE	—	—	—	—	—	—	1,060	1,147	1,208	—	
4.6 - PARKS & RECREATION	14	289	130	1,300	—	—	—	—	—	—	
4.7 - PUBLIC CONVICTION CLEANING	—	—	—	—	—	—	—	—	—	—	
4.8 - REFUSE REMOVAL	—	—	3,414	2,400	—	—	5,000	5,275	5,565	—	
4.9 - ROAD MARKINGS	—	—	—	—	—	—	280	—	—	—	
4.10 - LAW ENFORCEMENT	61	163	440	210	—	—	440	461	490	—	
Vote 5 - COMMUNITY PROTECTION SERVICES	46	4,168	4,600	4,840	6,662	3,775	3,715	3,919	4,135		
5.1 - DISASTER MANAGEMENT	—	—	—	—	—	—	—	—	—	—	
5.2 - FIRE PROTECTION	46	—	91	220	150	2,700	2,919	3,005	—	—	
5.3 - SPORTS GROUND	—	7,700	4,300	4,300	6,660	3,331	—	—	—		

Vote 9 - WATER SERVICES	4,918	24,244	4,807	18,466	18,466	16,170	8,109	27,923	29,459	31,079
9.1 - ADMINISTRATION WS	574	575	3,100	466	463	-	433	2,455	2,559	2,732
9.2 - RETICULATION	-	-	-	-	-	-	-	-	-	-
9.3 - PURIFICATION	-	-	-	-	-	-	-	-	-	-
9.4 - RESERVOIRS	4,315	23,952	-	-	-	-	-	-	-	-
9.5 - RETICULATION	-	-	1,552	18,000	18,000	16,170	7,714	25,468	26,900	28,317
9.6 - SAREL HAYWARD DAM	-	-	-	-	-	-	-	-	-	-
Vote 10 - FINANCIAL MANAGEMENT	1,165	1,466	89	891	298	224	37	330	348	368
10.1 - ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-	-
10.2 - SUPPLY CHAIN UNIT	-	-	-	29	29	-	-	-	-	-
10.3 - BUDGET & TREASURY OFFICE	-	-	-	-	-	-	-	-	-	-
10.4 - REVENUE/CREDIT CONTROL	1,038	1,330	-	-	-	-	-	30	63	67
10.5 - REVENUE/CREDIT CONTROL	-	-	59	773	194	222	26	100	196	206
10.6 - VALUATIONS	-	-	-	-	-	-	-	-	-	-
10.7 - ADMINISTRATION	127	127	-	-	-	-	-	-	-	-
10.8 - SUPPLY CHAIN UNIT	-	-	-	62	65	-	-	62	65	69
10.9 - ASSET MANAGEMENT	-	-	-	22	16	-	-	23	24	25
10.10 - SUSPENSE LEDGER - CASH AT BANK	-	-	-	-	-	-	-	-	-	-
Vote 11 - FINANCIAL MANAGEMENT	-	-	-	-	-	-	-	-	-	-
11.1 - SUSPENSE LEDGER - MISCELLANEOUS	-	-	-	-	-	-	-	-	-	-
11.2 - SUSPENSE LEDGER - SALARIES & WAGES	-	-	-	-	-	-	-	-	-	-
11.3 - SUSPENSE LEDGER - VAT ACCOUNTS	-	-	-	-	-	-	-	-	-	-
11.4 - LOANS & PROVISIONS	-	-	-	-	-	-	-	-	-	-
11.5 - RECEIVABLES	-	-	-	-	-	-	-	-	-	-
11.6 - TRADE & PAYABLES	-	-	-	-	-	-	-	-	-	-
11.7 - ACCUMULATED SURPLUS	-	-	-	-	-	-	-	-	-	-
11.8 - CALL/SHORT TERM INVESTMENT	-	-	-	-	-	-	-	-	-	-
11.9 - FINANCE DEFAULT	-	-	-	-	-	-	-	-	-	-
11.10 - FINANCIAL INVENTORY	-	-	-	-	-	-	-	-	-	-
Vote 12 - Ndjambe LM	-	-	-	-	-	-	-	-	-	-
12.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-
13.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-	-
Vote 15 -	-	-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	53,030	74,434	39,411	45,873	47,476	36,537	24,394	69,426	72,789	76,793
Total Capital Expenditure	53,030	74,434	39,411	45,873	47,476	36,537	24,394	69,426	72,789	76,793

[illegible]

Choose name from list - Table A6 Budgeted Financial Position

Description		Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
ASSETS												
Current assets												
Cash			10 202	7 228	9 360	28 978	28 978	28 978	10 341	(127 157)	(133 618)	(140 790)
Call investment deposits	1		18 519	24 127	39 487	-	-	-	61 777	74 261	78 345	82 654
Consumer debtors	1		23 911	20 799	20 971	23 983	23 983	23 983	114 069	137 724	152 485	169 141
Other debtors			9 856	13 095	15 391	15 023	15 023	15 023	74 968	95 317	100 725	109 430
Current portion of long-term receivables			-	-	-	-	-	-	281	-	-	-
Inventory	2		659	724	543	135	135	135	775	917	550	863
Total current assets			63 347	65 974	86 751	68 119	68 119	68 119	262 231	184 063	201 905	221 297
Non current assets												
Long-term receivables			(0)	-	-	-	-	-	-	-	-	-
Investments			145	142	119	1 957	1 957	1 957	-	119	119	119
Investment property			190 641	189 454	187 608	198 209	198 209	198 209	187 808	187 508	197 926	208 812
Investment in Associate			-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3		603 100	597 715	601 833	671 078	667 534	667 534	627 324	660 848	658 890	695 129
Agricultural			-	-	-	-	-	-	-	-	-	-
Biological			-	-	-	-	-	-	-	-	-	-
Intangible			419	301	2 320	75	75	75	1 532	(582)	(614)	(647)
Other non-current assets			-	-	-	-	-	-	-	-	-	-
Total non current assets			794 325	787 622	791 880	871 319	867 775	867 775	816 454	847 993	856 321	903 413
TOTAL ASSETS			857 672	853 596	878 632	939 438	935 894	935 894	1 078 685	1 032 056	1 058 226	1 124 709
LIABILITIES												
Current liabilities												
Bank overdraft	1		-	-	-	-	-	-	-	-	-	-
Borrowing	4		4 394	2 045	1 802	1 631	1 631	1 631	1 471	1 890	2 130	1 954
Consumer deposits			1 701	1 749	1 684	-	-	32 618	2 796	2 796	2 950	3 112
Trade and other payables	4		63 341	57 823	60 943	68 610	68 610	68 610	178 936	314 698	328 198	356 668
Provisions			3 267	12 905	13 800	-	-	141 702	11 808	11 608	12 457	13 143
Total current liabilities			72 722	74 522	78 429	70 241	70 241	244 561	195 011	331 192	345 736	374 877
Non current liabilities												
Borrowing			15 405	13 891	12 187	12 261	12 261	12 261	71 933	29 761	4 391	2 613
Provisions			70 229	79 349	82 289	86 070	86 070	86 070	23 457	82 289	86 815	91 590
Total non current liabilities			85 634	93 241	94 476	98 331	98 331	98 331	95 389	112 050	91 206	94 203
TOTAL LIABILITIES			158 356	167 763	172 904	168 572	168 572	342 892	290 401	443 242	436 942	469 079
NET ASSETS	5		699 316	685 833	705 728	770 866	767 322	593 002	788 285	588 814	621 284	655 630
COMMUNITY WEALTH/EQUITY												
Accumulated Surplus/(Deficit)			699 316	685 833	705 728	770 688	767 322	889 267	787 956	588 814	621 284	655 630
Reserves	4		-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5		699 316	685 833	705 728	770 688	767 322	889 267	787 956	588 814	621 284	655 630

References

1. Detail to be provided in Table SA3
2. Include completed low cost housing to be transferred to beneficiaries within 12 months
3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)
4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.
5. Net assets must balance with Total Community Wealth/Equity

Choose name from list - Table A7 Budgeted Cash Flows

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		58 910	73 462	75 480	100 785	100 785	84 073	70 515	90 290	97 377	102 733
Service charges		95 063	102 976	97 191	98 135	94 135	100 514	89 758	69 385	73 201	77 227
Other revenue		10 277	10 257	3 901	17 765	21 701	18 338	16 660	14 206	14 987	15 812
Government - operating	1	69 043	84 028	97 256	89 484	90 719	110 037	87 608	97 714	103 088	108 758
Government - capital	1	36 465	32 575	33 211	35 414	40 142	18 167	24 081	25 469	26 869	28 347
Interest		7 342	8 571	9 814	8 646	8 896	7 812	7 064	5 189	5 474	5 775
Dividends		-	-	-	19	19	-	-	36	38	40
Payments											
Suppliers and employees		(196 679)	(271 635)	(254 128)	(297 693)	(298 885)	474 139	(138 885)	(393 461)	(415 017)	(437 509)
Finance charges		(2 461)	(2 012)	(1 695)	(1 900)	(1 855)	(1 361)	(1 357)	(1 446)	(1 526)	(1 610)
Transfers and Grants	1	(856)	(830)	(936)	(1 485)	(1 767)	(1 557)	(1 507)	(1 695)	(1 788)	(1 887)
NET CASH FROM/(USED) OPERATING ACTIVITIES		78 002	37 393	60 095	49 170	53 890	810 161	153 936	(94 315)	(97 297)	(102 314)
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		511	1 359	-	199	199	(722)	(437)	-	-	-
Decrease (Increase) in non-current debtors		-	(0)	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		1 532	(222)	-	(2 222)	(2 222)	(558 128)	(61 777)	-	-	-
Payments											
Capital assets		(93 317)	(131 081)	(40 637)	(45 973)	(47 476)	(88 537)	(24 894)	(69 420)	(72 789)	(76 793)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(91 224)	(129 944)	(40 637)	(47 996)	(49 499)	(647 387)	(87 107)	(69 420)	(72 789)	(76 793)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	(3 373)	(281)	23 000	-	-
Borrowing long term/refinancing		453	-	-	-	-	892 059	73 404	-	-	-
Increase (decrease) in consumer deposits		66	49	-	-	-	32 618	2 796	-	-	-
Payments											
Repayment of borrowing		(4 373)	(3 652)	(1 967)	-	-	-	-	(1 890)	(2 130)	(1 954)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(3 854)	(3 813)	(1 967)	-	-	921 313	75 918	21 110	(2 130)	(1 954)
NET INCREASE/ (DECREASE) IN CASH HELD		(17 076)	(96 364)	17 492	1 173	4 391	1 084 087	142 747	(142 625)	(172 216)	(181 060)
Cash/cash equivalents at the year begin:	2	21 271	28 721	31 356	-	-	-	-	48 847	(93 778)	(265 994)
Cash/cash equivalents at the year end:	2	4 195	(67 643)	48 847	1 173	4 391	1 084 087	142 747	(93 778)	(265 994)	(447 054)

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less
3. The MTREF is populated directly from SA30.

Total receipts	278 510	313 228	316 854	350 447	356 597	338 218	295 248	302 288	321 035	338 692
Total payments	(293 313)	(405 557)	(297 396)	(347 051)	(349 983)	382 684	(166 643)	(466 022)	(491 121)	(517 798)
	(14 804)	(92 329)	19 458	3 396	6 613	720 901	128 605	(163 735)	(170 086)	(179 106)
Borrowings & investments & c.deposits	2 101	(173)	-	(2 222)	(2 222)	366 559	14 423	-	-	-
Repayment of borrowing	(4 373)	(3 652)	(1 967)	-	-	-	-	(1 890)	(2 130)	(1 954)
	(17 076)	(96 364)	17 492	1 173	4 391	1 087 460	143 028	(165 625)	(172 216)	(181 060)
	0	-	-	-	-	(3 373)	(281)	23 000	-	-

Choose name from list - Table A8 Cash backed reserves/accumulated surplus reconciliation

CHIEF EXECUTIVE OFFICER - TABLE A5: Cash-backed Reserves/accumulated surplus reconciliation												
Description		Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash and investments available												
Cash/cash equivalents at the year end		1	4 195	(67 643)	48 847	1 173	4 391	1 084 087	142 747	(93 778)	(265 994)	(447 054)
Other current investments > 90 days			24 526	98 999	(0)	27 805	24 587	(1 055 109)	(70 630)	40 882	210 722	388 918
Non current assets - Investments		1	145	142	119	1 957	1 957	1 957	-	119	119	119
Cash and investments available:			28 866	31 497	48 966	30 935	30 935	30 935	72 118	(52 777)	(55 153)	(58 017)
Application of cash and investments												
Unspent conditional transfers			9 260	6 424	15 537	-	-	-	-	-	-	-
Unspent borrowing			-	-	-	-	-	-	-	-	-	-
Statutory requirements		2										
Other working capital requirements		3	18 443	13 552	14 411	30 686	30 729	30 481	(39 460)	104 239	97 115	105 417
Other provisions												
Long term investments committed		4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments		5										
Total Application of cash and investments:			27 704	19 976	29 948	30 686	30 729	30 481	(39 460)	104 239	97 115	105 417
Surplus(shortfall)			1 162	11 521	19 018	249	206	454	111 578	(157 016)	(152 269)	(163 434)

References

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

Other working capital requirements

Debtors	30 989	32 239	30 995	37 924	37 881	38 129	184 693	210 459	231 083	251 251
Creditors due	49 432	45 791	45 406	68 610	68 610	68 610	145 233	314 698	328 198	356 668
Total	(18 443)	(13 552)	(14 411)	(30 686)	(30 729)	(30 481)	39 460	(104 239)	(97 115)	(105 417)

Debtors collection assumptions

Balance outstanding - debtors	33 767	33 894	37 362	39 006	39 006	39 006	189 057	236 041	256 209	278 570
Estimate of debtors collection rate	91.8%	95.1%	83.0%	97.2%	97.1%	97.8%	97.7%	89.2%	90.2%	90.2%

Long term investments committed

Balance (insert description; eg sinking fund)

Reserves to be backed by cash/investments

Housing Development Fund

Capital replacement

Self-insurance

Other (list)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CAPITAL EXPENDITURE										
Total New Assets		93,317	131,081	43,499	14,132	5,148	3,357	41,843	43,696	46,099
Roads Infrastructure		60,181	61,181	17,691	-	-	-	-	-	-
Storm water Infrastructure		5,516	10,318	-	-	-	-	-	-	-
Electrical Infrastructure		4,842	4,842	4,867	6,992	-	-	-	-	-
Water Supply Infrastructure		5,283	25,247	4,311	-	-	-	-	-	-
Sanitation Infrastructure		5,095	15,699	2	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	683	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		80,917	117,286	27,554	6,992	-	-	-	-	-
Community Facilities		-	-	869	-	-	-	-	-	-
Sport and Recreation Facilities		3,774	3,774	-	-	-	-	-	-	-
Community Assets		3,774	3,774	869	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	8,000	8,440	8,904
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	8,000	8,440	8,904
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		1,184	1,184	-	5	-	-	-	-	-
Intangible Assets		1,184	1,184	-	5	-	-	-	-	-
Computer Equipment		1,302	1,450	59	146	216	283	426	296	312
Furniture and Office Equipment		646	721	1,990	1,123	836	709	1,871	1,973	2,082
Machinery and Equipment		919	1,223	1,730	1,800	1,978	348	22,830	24,086	25,410
Transport Assets		4,574	5,442	11,198	4,066	2,119	2,017	8,717	8,901	9,391
Libraries		-	-	99	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	-	-	-	20,104	18,070	16,178	25,757	27,173	28,668
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	250	264	278
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	18,000	18,000	16,178	25,469	26,869	28,347
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	2,034	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	20,034	18,000	16,178	25,719	27,133	28,625
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-					

Total Upgrading of Existing Assets					11,737	24,258	68,002	1,820	1,920	2,026
Roads Infrastructure					5,029	16,658	67,622	1,000	1,055	1,113
Storm water Infrastructure										
Electrical Infrastructure					1,000	1,100	4,415			
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure										
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										
Infrastructure					6,037	17,758	67,647	1,000	1,055	1,113
Community Facilities										
Sport and Recreation Facilities					4,300	4,300	6,960			
Community Assets					4,300	4,300	6,960			
Heritage Assets										
Revenue Generating										
Non-revenue Generating										
Investment properties										
Operational Buildings								420	443	467
Housing										
Other Assets								420	443	467
Biological or Cultivated Assets										
Servitudes										
Licences and Rights										
Intangible Assets										
Computer Equipment										
Furniture and Office Equipment										
Machinery and Equipment					1,400	2,200		400	422	445
Transport Assets										
Libraries										
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure										
Roads Infrastructure	60,181	61,181	17,691		5,029	16,658	67,622	1,000	1,055	1,113
Storm water Infrastructure	5,516	10,318						250	264	278
Electrical Infrastructure	4,842	4,842	4,867		1,000	1,100	4,415			
Water Supply Infrastructure	5,283	25,247	4,311		18,000	18,000	16,170	25,469	26,869	28,347
Sanitation Infrastructure	5,095	15,699								
Solid Waste Infrastructure			683		2,034					
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										
Infrastructure	80,917	117,286	27,554		13,063	35,758	70,220	26,719	28,188	29,738
Community Facilities			865							
Sport and Recreation Facilities	3,774	3,774			4,300	4,300	6,960			
Community Assets	3,774	3,774	869		4,300	4,300	6,960			
Heritage Assets										
Revenue Generating										
Non-revenue Generating										
Investment properties										
Operational Buildings								8,420	8,883	9,372
Housing										
Other Assets								8,420	8,883	9,372
Biological or Cultivated Assets										
Servitudes										
Licences and Rights	1,184	1,184			75	70				
Intangible Assets	1,184	1,184			75	70				
Computer Equipment	1,302	1,450	55		146	216	283	464	356	354
Furniture and Office Equipment	840	721	1,990		1,123	826	709	1,871	1,973	2,082
Machinery and Equipment	919	1,223	1,730		2,200	4,178	348	23,230	24,508	25,856
Transport Assets	4,574	5,442	11,198		4,066	2,119	2,017	8,717	8,901	9,391
Libraries			99							
Zoo's, Marine and Non-biological Animals										
TOTAL CAPITAL EXPENDITURE - Asset class	93,917	131,081	43,499		45,972	47,478	88,537	69,420	72,789	76,793

1. Detail of new assets provided in Table SA34a
2. Detail of renewal of existing assets provided in Table SA34b
3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c
4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure
5. Must reconcile to 'Budgeted Financial Position' (written down value)
6. Detail of upgrading of existing assets provided in Table SA34e
7. Detail of depreciation provided in Table SA34d

Choose name from list - Table A10 Basic service delivery measurement

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	6 977	6 977	6 977	6 977	6 977	6 977
Piped water inside yard (but not in dwelling)		-	-	-	9 649	9 649	9 649	9 649	9 649	9 649
Using public tap (at least min.service level)	2	-	-	-	1 866	1 866	1 866	1 866	1 866	1 866
Other water supply (at least min.service level)	4	-	-	-	2 655	2 655	2 655	2 655	2 655	2 655
<i>Minimum Service Level and Above sub-total</i>					21 147	21 147	21 147	21 147	21 147	21 147
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	222	222	222	222	222	222
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>					222	222	222	222	222	222
Total number of households	5	-	-	-	21 369	21 369	21 369	21 369	21 369	21 369
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	6 868	6 868	6 868	6 868	6 868	6 868
Flush toilet (with septic tank)		-	-	-	4 831	4 831	4 831	4 831	4 831	4 831
Chemical toilet		-	-	-	337	337	337	337	337	337
Pit toilet (ventilated)		-	-	-	1 033	1 033	1 033	1 033	1 033	1 033
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>					13 069	13 069	13 069	13 069	13 069	13 069
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	1 556	1 556	1 556	1 556	1 556	1 556
No toilet provisions		-	-	-	570	570	570	570	570	570
<i>Below Minimum Service Level sub-total</i>					2 126	2 126	2 126	2 126	2 126	2 126
Total number of households	5	-	-	-	15 195	15 195	15 195	15 195	15 195	15 195
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>					-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>					-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	1 072	1 072	1 072	1 072	1 072	1 072
<i>Minimum Service Level and Above sub-total</i>					1 072	1 072	1 072	1 072	1 072	1 072
Removed less frequently than once a week		-	-	-	389	389	389	389	389	389
Using communal refuse dump		-	-	-	203	203	203	203	203	203
Using own refuse dump		-	-	-	2 104	2 104	2 104	2 104	2 104	2 104
Other rubbish disposal		-	-	-	334	334	334	334	334	334
No rubbish disposal		-	-	-	559	559	559	559	559	559
<i>Below Minimum Service Level sub-total</i>					3 589	3 589	3 589	3 589	3 589	3 589
Total number of households	5	-	-	-	4 661	4 661	4 661	4 661	4 661	4 661
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	14 839	14 839	14 839	20 244	21 358	22 532
Sanitation (free sanitation service to indigent households)		-	-	-	11 605	11 605	11 605	15 280	16 120	17 007
Electricity/other energy (50kwh per indigent household per month)		-	-	-	4 438	4 438	4 438	6 665	7 032	7 419
Refuse (removed once a week for indigent households)		-	-	-	8 369	8 369	8 369	9 331	9 845	10 386
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		-	-	-	39 251	39 251	39 251	51 521	54 354	57 344
Highest level of free service provided per household										
Property rates (R value threshold)		-	-	-	-	-	-	-	-	-
Water (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (average litres per week)		-	-	-	-	-	-	-	-	-
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and Impermissible values in excess of section 17 of MPRA		-	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided	6	-	-	-	-	-	-	-	-	-

References

1. Include services provided by another entity, e.g. Eskom
2. Stand distance <= 200m from dwelling
3. Stand distance > 200m from dwelling
4. Borehole, spring, rain-water tank etc.
5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)
6. Include value of subsidy provided by municipality above provincial subsidy level
7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)
8. Must reflect the cost to the municipality of providing the Free Basic Service
9. Reflected the cost to the municipality in terms of 'revenue foregone' of providing free services (note this will not equal 'Revenue Foregone' on SAT)

Choose name from list - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Detailed Financial Performance											
Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
REVENUE ITEMS:											
Property rates	6										
Total Property Rates		68 004	76 545	83 109	100 785	100 785	84 073	70 515	100 327	105 845	111 668
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		-	-	-	-	-	-	-	-	-	-
Net Property Rates		68 004	76 545	83 109	100 785	100 785	84 073	70 515	100 327	105 845	111 668
Service charges - electricity revenue	6										
Total Service charges - electricity revenue		51 162	56 297	57 186	62 943	62 949	50 826	46 433	58 821	62 957	65 470
less Revenue Foregone (in excess of 50 kWh per indigent household per month)		-	-	-	-	-	-	-	-	-	-
less Cost of Free Excess Services (50 kWh per indigent household per month)		-	-	-	4 438	4 438	4 438	-	8 685	7 032	7 419
Net Service charges - electricity revenue		51 162	56 297	57 186	58 510	58 510	50 826	46 433	58 821	62 957	65 470
Service charges - water revenue	6										
Total Service charges - water revenue		25 843	26 820	31 737	41 859	41 859	43 772	25 610	16 073	39 314	40 421
less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-	-
less Cost of Free Excess Services (6 kilolitres per indigent household per month)		-	-	-	14 839	14 839	14 839	-	20 244	21 358	22 532
Net Service charges - water revenue		25 843	26 820	31 737	27 020	27 020	28 933	25 610	16 073	16 957	17 639
Service charges - sanitation revenue	6										
Total Service charges - sanitation revenue		7 220	7 470	8 550	15 583	15 583	20 792	7 794	11 052	11 632	12 335
less Revenue Foregone (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-	-
less Cost of Free Excess Services (free sanitation service to indigent households)		-	-	-	11 605	11 605	11 605	-	15 280	16 120	17 007
Net Service charges - sanitation revenue		7 220	7 470	8 550	3 978	3 978	9 187	7 794	(4 197)	(4 428)	(4 672)
Service charges - refuse revenue	6										
Total refuse removal revenue		11 563	12 350	13 963	-	-	-	-	-	-	-
Total landfill revenue		-	-	-	16 996	12 986	18 000	9 954	17 053	14 806	15 471
less Revenue Foregone (in excess of one removal a week to indigent households)		-	-	-	-	-	-	-	-	-	-
less Cost of Free Excess Services (removed once a week to indigent households)		-	-	-	8 389	8 389	8 389	-	9 331	9 845	10 386
Net Service charges - refuse revenue		11 563	12 350	13 963	8 627	4 627	11 567	9 954	4 722	4 961	5 285
Other Revenue by source	3										
Landfill		-	-	-	-	-	-	-	-	-	-
Other Revenue		4 499	4 834	5 742	11 581	11 848	8 710	7 454	1 463	1 570	1 656
Total 'Other' Revenue	3	4 499	4 834	5 742	11 581	11 848	8 710	7 454	1 463	1 570	1 656
EXPENDITURE ITEMS:											
Employee related costs	2										
Basic Salaries and Wages		87 422	75 657	95 075	100 010	98 618	75 625	75 222	128 303	114 269	120 540
Pension and UIF Contributions		15 106	25 049	23 619	2 964	2 056	2 580	2 284	5 235	3 416	3 870
Medical Aid Contributions		5 760	7 164	8 500	9 300	9 300	7 500	7 500	10 500	10 500	12 000
Overtime		7 378	9 443	11 000	11 000	8 400	6 600	7 600	12 000	10 500	13 500
Performance Bonus		301	135	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000
Motor Vehicle Allowance		2 928	3 100	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500
Cellphone Allowance		329	400	500	500	500	500	500	500	500	500
Housing Allowances		260	300	300	300	300	300	300	300	300	300
Other benefits and allowances		-	-	-	-	-	-	-	-	-	-
Payments in lieu of leave		15	510	-	57	143	156	156	72	70	83
Long service awards		-	-	-	47	400	107	250	600	800	725
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-	-
Less: Employee costs capitalised to PPE	sub-total	100 662	122 051	118 877	125 877	128 102	102 524	98 570	146 229	154 271	162 756
Total Employee related costs	1	100 662	122 051	118 877	125 877	128 102	102 524	98 570	146 229	154 271	162 756
Contributions recognised - capital											
List contributions by contract		33 927	-	-	-	-	-	-	-	-	-
Total Contributions recognised - capital		33 927	-	-	-	-	-	-	-	-	-

10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

Choose name from list - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 1 - COUNCIL GENERAL	Vote 2 - MUNICIPAL MANAGER	Vote 3 - CORPORATE SERVICES	Vote 4 - COMMUNITY PROTECTION SERVICES	Vote 5 - COMMUNITY PROTECTION SERVICES	Vote 6 - INFRASTRUCTURAL DEVELOPMENT	Vote 7 - INFRASTRUCTURAL DEVELOPMENT	Vote 8 - ELECTRICITY SERVICES	Vote 9 - WATER SERVICES	Vote 10 - FINANCIAL MANAGEMENT	Vote 11 - FINANCIAL MANAGEMENT	Vote 12 - Mdlambe LM	Vote 13 -	Vote 14 -	Vote 15 -	Total
R thousand	1																
Revenue By Source																	
Property rates											100 627	100 327	100 327				300 981
Service charges - electricity revenue									58 821				58 821				117 643
Service charges - water revenue									16 073				16 073				32 145
Service charges - sanitation revenue							(4 197)	(4 197)					(4 197)				(12 962)
Service charges - refuse revenue					4 722	4 722							4 722				14 165
Service charges - other																	-
Rental of facilities and equipment				269			1	1					265				532
Interest earned - external investments											578	528	528				1 585
Interest earned - outstanding debtors					978	978	354	354	650	1 965	879	879	5 088				12 343
Dividends received											36	36	36				106
Fines, penalties and forfeits					10 873	10 873							10 873				32 618
Licences and permits					1 580	1 580							1 560				4 739
Agency services																	-
Other revenue			9	398	(726)	(726)	1 139	1 139			666	666	1 463				4 057
Transfers and subsidies		8 152	2 909	2 795	1 623	1 623	3 340	3 340			86 062	86 082	97 714				286 452
Gains on disposal of PPE																	-
Total Revenue (excluding capital transfers and contributions)		4 157	(210)	3 412	19 049	19 049	638	638	59 711	18 037	103 409	103 409	293 295				764 775
Expenditure By Type																	
Employee related costs		1 088	9 088	13 527	48 804	48 804	44 577	44 577	648	8 419	19 518	19 898	145 229				405 737
Remuneration of councillors		7 322											7 822				15 845
Debt Impairment											23 294	23 294	23 294				69 132
Depreciation & asset impairment		10	516	3 383	274	274	20 439	20 439	3 517	8 160	145	145	36 434				93 763
Finance charges			55		40	40	278	278		1 030	43	43	1 446				3 254
Bulk purchases									41 109	15 000			56 109				112 218
Other materials		371	802	419	4 752	4 752	9 042	9 042	991	2 282	2 291	2 291	20 740				57 585
Contracted services		965	2 632	2 870	21 238	21 238	25 036	25 036	19 058	10 816	6 487	6 487	89 133				231 067
Transfers and subsidies		103	1 945		50	50							1 095				3 440
Other expenditure		2 291	9 890	7 916	7 993	7 993	6 772	6 772	2 262	1 584	10 834	10 834	48 862				125 323
Loss on disposal of PPE			9								2	2	11				24
Total Expenditure		12 748	24 377	28 115	83 153	83 153	108 144	108 144	67 713	47 691	82 995	82 995	432 936				1 118 163
Surplus/(Deficit)		(8 590)	(24 587)	(24 703)	(64 103)	(64 103)	(105 507)	(105 507)	(8 002)	(29 653)	125 504	125 504	(139 641)				(232 363)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)										25 469			25 469				50 937
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)																	-
Transfers and subsidies - capital (in-kind - all)																	-
Surplus/(Deficit) after capital transfers & contributions		(8 590)	(24 587)	(24 703)	(64 103)	(64 103)	(105 507)	(105 507)	(8 002)	(4 183)	125 504	125 504	(114 173)				(272 451)

References

1. Departmental columns to be based on municipal organisation structure

Choose name from list - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Choose name from list - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year: 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year: 2018/19	Budget Year: +1: 2019/20	Budget Year: +2: 2020/21
R thousand												
Develop state-of-the-art physical infrastructure	Water Conservation & Water Demand Management Strategy development & implementation (to include Harvesting of Rain & Storm Water)	SAI 1.2.9								40 526	40 595	40 453
Improve the municipal systems operational efficiencies and governance of the municipality	Closing of skills gap	OEG 1.1.30								250	250	312
Improve the municipal systems operational efficiencies and governance of the municipality		OEG 1.1.31 b								2 790	2 569	3 111
Improve the municipal systems operational efficiencies and governance of the municipality	Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February	OEG 1.1.4								34	38	42
Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	OEG 1.1.5								85 328	84 748	84 838
Improve the municipal systems operational efficiencies and governance of the municipality	Improve expenditure of allocated budgets	OEG 1.1.6								1 087	1 115	1 116
Improve the municipal systems operational efficiencies and governance of the municipality	Positive cash flow management according to MFMA and its regulations maintained	OEG 1.1.8								85 122	85 804	84 344
Improve the municipal systems operational efficiencies and governance of the municipality	Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	OEG 1.1.15								1 941	2 304	2 167
Improve the municipal systems operational efficiencies and governance of the municipality	Increased use of mSCOA financial module or system	OEG 1.1.23								2	10	11
Improve financial viability of the municipality	Ensure optimal billing for services	FVM 2.1.4								10 284	14 135	20 238
Create a safe and secure living environment	Enhancement of traffic management services - (Traffic - Drivers / learners licenses & motor vehicle licenses)	SSE 2.3.5								10 838	11 242	11 865
Develop state-of-the-art physical infrastructure	Sourcing of funding	SAI 1.2.7								3 341	2 334	3 712
Develop state-of-the-art physical infrastructure	Processing of Land use applications	SAI 1.2.14								1 509	1 682	1 756
Improve the effectiveness of environmental health services in Ndabeni	Improve the effectiveness of environmental health services in Ndabeni	SSE 2.3.8								1 563	1 846	1 766
Improve the effectiveness of environmental health services in Ndabeni	Blue flag beach management (Impact on tourism)	NDE 3.1.2								1 192	1 342	1 622
Develop state-of-the-art physical infrastructure	Leasing of caravan parks	SAI 1.2.22								365	379	385
Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	Improve coordination & stakeholder management	OAS 2.2.7								4 104	4 352	4 582
Improve the municipal systems operational efficiencies and governance of the municipality	Account for, manage, and insure all municipality assets of the municipality managed	OEG 1.1.21								555	585	692
Improve financial viability of the municipality	Identify alternative sources of funding & develop additional revenue generating strategies	FVM 2.1.1								762	834	848
Allocations to other priorities												
Total Revenue (excluding capital transfers and contributions)										318 262	324 293	324 781

References

1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (Revenue and Expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

check on revenue balance

(371 103)

(314 358)

(345 195)

(352 248)

(356 368)

(328 846)

0

0

0

Choose name from list - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand												
Develop state-of-the-art physical infrastructure	% of target funds raised	SAI 1.2.1								1,902	2,017	2,123
Develop state-of-the-art physical infrastructure	Pre-feasibility studies of identified infrastructure projects - to include integration into NM Master plan	SAI 1.2.4								480	500	534
Develop state-of-the-art physical infrastructure	Identification possible sources of funding & Development of Business Plans	SAI 1.2.5								1,440	1,520	1,606
Develop state-of-the-art physical infrastructure	Sourcing of funding	SAI 1.2.7								42	45	47
Develop state-of-the-art physical infrastructure	Water Conservation & Water Demand Management Strategy development & Implementation (to include Harvesting of Rain & Blue drop compliance (Water budget ring fencing, deal with process of technical issues)	SAI 1.2.6								58,877	55,871	60,272
Develop state-of-the-art physical infrastructure	Green drop compliance (same as blue water issues)	SAI 1.2.11								12,912	13,623	14,372
Develop state-of-the-art physical infrastructure	Roads condition assessment	SAI 1.2.12								9,639	10,169	10,729
Develop state-of-the-art physical infrastructure	Roads and Storm Water Master Plan Development	SAI 1.2.13								17,319	18,272	19,277
Develop state-of-the-art physical infrastructure	Identification of possible sources of Funding & Development of Business Plans for electricity infrastructure construction, Processing of Land use applications	SAI 1.2.16								250	234	278
Develop state-of-the-art physical infrastructure	Identification of possible sources of Funding & Development of Business Plans for the for Reviewing SDF & Developing an Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past spatial planning Framework for mixed housing development	SAI 1.2.19								15,500	16,353	17,252
Develop state-of-the-art physical infrastructure	Leasing of caravan parks	SAI 1.2.22								1,786	1,684	1,388
Develop state-of-the-art physical infrastructure	Identify key projects & Funding sources / mechanism	SSE 2.3.1								050	386	723
Develop state-of-the-art physical infrastructure	Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past spatial planning Framework for mixed housing development	SAI 1.2.20								162	171	180
Develop state-of-the-art physical infrastructure	Leasing of caravan parks	SAI 1.2.22								7,137	7,329	7,943
Develop state-of-the-art physical infrastructure	Leasing of caravan parks	SAI 1.2.22								343	404	426
Create a safe and secure living environment	Identify key projects & Funding sources / mechanism	SSE 2.3.1								1,317	1,360	1,436
Create a safe and secure living environment	Engagement with all ligaturs	SSE 2.3.3								500	528	557
Create a safe and secure living environment	Enhancement of by-laws enforcement	SSE 2.3.4								4,685	4,933	5,244
Create a safe and secure living environment	Enhancement of traffic management services - (Traffic - Drivers / learners licenses & motor vehicle licences)	SSE 2.3.6								3,905	4,151	4,379
Create a safe and secure living environment	Improve the effectiveness of fire & emergency services in the whole of Ndlambe municipality	SSE 2.3.7								54,333	57,361	60,547
Create a safe and secure living environment	Improved recycling awareness around Ndlambe	SSE 2.3.11								165	195	206
Create a safe and secure living environment	Improve the effectiveness of the Parks & recreation services in Ndlambe covering parks, public open spaces, sports fields & Effective environmental education & awareness	SSE 2.3.12								15,053	15,621	16,755
Preserve the natural beautiful environment	Effective environmental education & awareness	NBE 3.1.1								13	14	15
Preserve the natural beautiful environment	Blue flag beach management (Impact on tourism)	NBE 3.1.2								2,630	2,878	2,995
Preserve the natural beautiful environment	Environmental compliance	NBE 3.1.3								3,342	3,522	3,720
Preserve the natural beautiful environment	Nature reserve management	NBE 3.1.4								2,609	2,753	2,904

Preserve the natural beautiful environment	Start the process of implementing the disaster risk assessment outcomes from SBDM	NBE 3.1.5:	1,031	1,098	1,148
Improve the municipal systems operational efficiencies and governance of the municipality	Relevant advertisements and notices within the legislated time frames	OEG 1.1.27	423	448	470
Improve the municipal systems operational efficiencies and governance of the municipality	Response time and resolution of complaints to be within 7 days of receipt	OEG 1.1.28	543	576	608
Improve the municipal systems operational efficiencies and governance of the municipality	Team building excursion to enhance service delivery through motivation, silo elimination & discovery of new / latent skills	OEG 1.1.29	4,248	4,482	4,728
Improve the municipal systems operational efficiencies and governance of the municipality	Closing of skills gap	OEG 1.1.30	500	527	556
Improve the municipal systems operational efficiencies and governance of the municipality	Development of effectiveness program	OEG 1.1.31	123	135	142
Improve the municipal systems operational efficiencies and governance of the municipality		OEG 1.1.31.b	4,700	4,965	5,231
Improve the municipal systems operational efficiencies and governance of the municipality	A Municipal Performance Plan in place	OEG 1.1.33	1,060	1,118	1,180
Improve the municipal systems operational efficiencies and governance of the municipality	PMS Framework in place and cascaded to Supervisory and Management levels	OEG 1.1.35	150	158	167
Improve the municipal systems operational efficiencies and governance of the municipality	Enhance performance reporting	OEG 1.1.35	1,176	1,237	1,298
Position the municipality as a learning hub of excellence	Partner with SGBs to promote entrepreneurship at school level through conditional funding	LHE 2.4.1:	296	311	328
Position the municipality as a learning hub of excellence	Provide conditional funding scheme for youth artisanal & new economy skills training	LHE 2.4.3:	150	158	167
Position the municipality as a learning hub of excellence	Improvement in the implementation of Indigent Policy	CAS 2.2.4:	13,045	13,733	14,520
Position the municipality as a learning hub of excellence	Develop Special Projects Unit strategy and policy for the unit	CAS 2.2.5	30	32	33
Position the municipality as a learning hub of excellence	Establish Youth, Women & Disability Forums	CAS 2.2.6:	1,152	1,215	1,282
Develop a vibrant, rapidly growing, employment generating agri-based economy	Identification of possible sources of funding for SMEs: support for agriculture production, agro-processing (Chicory, Agri-based projects)	VAE 1.3.1:	945	997	1,052
Develop a vibrant, rapidly growing, employment generating agri-based economy	Implementation (Chicory, Horticulture, Dairy)	VAE 1.3.2:	70	74	78
Develop a vibrant, rapidly growing, employment generating tourism based economy	Identification of possible sources of funding for SMEs: support for heritage tourism	VAE 1.4.1:	715	751	786
Develop a vibrant, rapidly growing, employment generating Oceans economy	Partner with global partners: infrastructure advanced in opportunities in the Oceans economy	VAE 1.5.1:	4,124	4,361	4,631
Develop a vibrant, rapidly growing, employment generating Oceans economy	Sourcing of funding for the for the development of SMMEs and maritime skills	VOE 1.5.2:	500	528	556
Develop and support adventure and extreme water sports	Develop calendar of signature events	EV&S 3.2.2	113	119	126
Improve the municipal systems operational efficiencies and governance of the municipality	Unqualified audit by 2018	OEG 1.1.1	5,615	5,924	6,250
Improve the municipal systems operational efficiencies and governance of the municipality	Centralised Supply Chain Management	OEG 1.1.2	2,980	3,122	3,269
Improve the municipal systems operational efficiencies and governance of the municipality	Compliant budget adjustment approved by Council in terms of all legislated requirements by 20th February	OEG 1.1.4	3,077	3,162	3,253
Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties	OEG 1.1.5:	3,954	4,066	4,209
Improve the municipal systems operational efficiencies and governance of the municipality	Improve expenditure of allocated budgets	OEG 1.1.6:	8,114	8,510	8,931
Improve the municipal systems operational efficiencies and governance of the municipality	Compliance with budget preparation and budget related policies finalisation in accordance with the MFMA	OEG 1.1.7:	2,207	2,320	2,456

Improve the municipal systems operational efficiencies and governance of the municipality	Positive cash flow management according to MFMA and its regulations maintained	OEG 1.1.8	40,125	42,345	44,674
Improve the municipal systems operational efficiencies and governance of the municipality	Maximize interest returns on investment opportunities	OEG 1.1.11	524	627	601
Improve the municipal systems operational efficiencies and governance of the municipality	Annual financial statements that are 100% compliant to GRAP Standards as per gazette issued by National Treasury	OEG 1.1.15	309	324	343
Improve the municipal systems operational efficiencies and governance of the municipality	Put in place asset management system with fixed asset register in place as prescribed by GRAP and the MFMA	OEG 1.1.20	1,551	1,836	1,726
Improve the municipal systems operational efficiencies and governance of the municipality	Reduction of stock losses	OEG 1.1.22	523	552	582
Improve the municipal systems operational efficiencies and governance of the municipality	Increased use of mCOCA financial modules or system	OEG 1.1.23	3,685	4,020	4,324
Improve financial viability of the municipality	Increase budget provision for asset repairs and maintenance	FVM 2.1.3	1,918	2,023	2,134
Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	Improve coordination & stakeholder management	CAS 2.2.7	12,753	13,450	14,169
Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	Make noise and be heard for each deliverable milestone	CAS 2.2.8	1,806	1,885	1,969
Develop a vibrant rapidly growing, "New economy" employment generating based economy	Promote new economy technologies: ICTs, Cyber security, Precision agriculture, Renewable energies	VNE 1.6.1	2,721	2,904	4,008
Improve the municipal systems operational efficiencies and governance of the municipality	A premier place to work and do business	OEG 1.1.26	21,261	22,319	23,371
Develop state-of-the-art physical infrastructure	Identification of possible sources of Funding & Development of Business Plans for electricity infrastructure construction,	SAI 1.2.16	69,450	73,280	77,310

Allocations to other priorities									
Total Expenditure							432,908	436,883	481,604
Reference:									
1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance Statement and expenditure									
2. Balance of allocations not directly linked to an IDP strategy is zero									
click on expenditure balance	(284,251)	(224,493)	(323,501)	(306,518)	(447,047)	(216,874)	(0)		

Choose name from list - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Supporting Tables to the Reconstruction of Ndlambe Strategic Objectives and Budget (Capital expenditure)												
Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand												
Develop state-of-the-art physical infrastructure	Identification of potential projects & sites (Bulk water only)	SAI 1.2.2								25 480	25 800	28 347
Develop state-of-the-art physical infrastructure	Roads condition assessment	SAI 1.2.12								2 600	2 743	2 894
Develop state-of-the-art physical infrastructure	Roads and Storm Water Master Plan Development	SAI 1.2.13								260	264	278
Develop state-of-the-art physical infrastructure	Increased households with access to sanitation services	SAI 1.2.3								1 200	1 265	1 336
Create a safe and secure living environment	Improve the effectiveness of waste & cleansing services in Ndlambe	SSE 2.3.10								5 000	5 275	5 565
Create a safe and secure living environment	Enhancement of traffic management services - (Traffic - Drivers / learners licenses & motor vehicle licences)	SSE 2.3.6								490	494	490
Develop state-of-the-art physical infrastructure	Water Conservation & Water Demand Management Strategy development & Implementation (to include Harvesting of Rain &	SAI 1.2.9								2 367	2 457	2 635
Create a safe and secure living environment	Improve the effectiveness of fire & emergency services in the whole of Ndlambe municipality	SSE 2.3.7								2 705	2 849	3 005
Improve the municipal systems operational efficiencies and governance of the municipality	Centralise Supply Chain Management	OEG 1.1.2								62	63	69
Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	Improve coordination & stakeholder management	CAS 2.2.7								700	739	779
Develop state-of-the-art physical infrastructure	Fleet management	SAI 1.2.23								18 645	19 575	20 441
Improve the municipal systems operational efficiencies and governance of the municipality	Account for, manage, and insure all municipality assets of the municipality managed	OEG 1.1.21								9 467	10 383	10 954
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	-	-	-	-	-	-	69 420	72 789	76 793

References

- Total capital expenditure must reconcile to Budgeted Capital Expenditure
- Goal code must be used on Table SA36
- Balance of allocations not directly linked to an IDP strategic objective check capital balance

(53 030)

(74 434)

(39 411)

(45 973)

(47 476)

(88 537)

Choose name from list - Supporting Table SA8 Performance Indicators and benchmarks

Description of financial indicator	Basis of calculation	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<u>Borrowing Management</u>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.4%	1.8%	1.1%	0.6%	0.6%	0.6%	0.6%	0.8%	0.8%	0.7%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	3.8%	3.0%	1.7%	0.8%	0.8%	0.6%	0.7%	1.7%	1.8%	1.6%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.8%	0.0%	0.0%	0.0%	0.0%	1003.8%	85.2%	52.3%	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	0.9	0.9	1.1	1.0	1.0	0.3	1.3	0.6	0.6	0.6
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.9	0.9	1.1	1.0	1.0	0.3	1.3	0.6	0.6	0.6
Liquidity Ratio	Monetary Assets/Current Liabilities	0.4	0.4	0.6	0.4	0.4	0.1	0.4	(0.2)	(0.2)	(0.2)
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		94.5%	98.3%	88.7%	100.0%	100.0%	100.0%	100.0%	90.9%	92.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		94.5%	98.3%	98.7%	100.0%	100.0%	100.0%	100.0%	90.9%	92.0%	92.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	13.5%	12.0%	11.9%	12.4%	12.3%	12.2%	69.7%	80.5%	82.8%	85.3%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))										
Creditors to Cash and Investments		1178.3%	-87.7%	93.0%	5846.7%	1562.5%	6.3%	101.7%	-335.6%	-123.4%	-79.6%
<u>Other Indicators</u>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	40.2%	43.2%	38.0%	40.0%	40.5%	32.0%	36.3%	49.9%	49.9%	49.9%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	42.4%	45.3%	39.9%	42.1%	42.8%	33.6%		52.6%	52.6%	52.6%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	3.6%	5.7%	4.5%	6.0%	5.2%	2.6%		8.4%	8.4%	8.4%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	15.1%	13.5%	12.4%	2.3%	2.3%	0.4%	0.5%	12.9%	12.9%	12.9%
<u>IDP regulation financial viability Indicators</u>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	14.6	16.8	25.0	25.3	25.3	25.3	28.0	25.7	26.7	28.2
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	20.4%	18.7%	19.1%	19.5%	19.9%	21.1%	118.0%	134.1%	138.0%	142.2%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.2	(3.4)	2.4	0.1	0.2	66.9	9.0	(3.2)	(8.6)	(13.7)

References

1. Consumer debtors > 12 months old are excluded from current assets
2. Only include if services provided by the municipality

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2014/15			2016/17			Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Total municipal services	Ref.	Household service targets (000)												
		Water:												
		Piped water inside dwelling							6,977	6,977	6,977	6,977	6,977	6,977
		Piped water inside yard (but not in dwelling)							9,649	9,649	9,649	9,649	9,649	9,649
		Using public tap (at least min. service level)							1,866	1,866	1,866	1,866	1,866	1,866
		Other water supply (at least min. service level)							2,655	2,655	2,655	2,655	2,655	2,655
		Minimum Service Level and Above sub-total							21,147	21,147	21,147	21,147	21,147	21,147
		Using public tap (< min. service level)												
		Other water supply (< min. service level)												
		No water supply							222	222	222	222	222	222
		Below Minimum Service Level sub-total												
		Total number of households							21,369	21,369	21,369	21,369	21,369	21,369
		Sanitation/sewage:												
		Flush toilet (connected to sewerage)							6,805	6,805	6,805	6,805	6,805	6,805
		Flush toilet (with septic tank)							4,831	4,831	4,831	4,831	4,831	4,831
		Chemical toilet							337	337	337	337	337	337
		Pit toilet (ventilated)							1,033	1,033	1,033	1,033	1,033	1,033
		Other toilet provisions (> min. service level)												
		Minimum Service Level and Above sub-total							13,009	13,009	13,009	13,009	13,009	13,009
		Bucket toilet												
		Other toilet provisions (< min. service level)							1,566	1,566	1,566	1,566	1,566	1,566
		No toilet provision							570	570	570	570	570	570
		Below Minimum Service Level sub-total							2,126	2,126	2,126	2,126	2,126	2,126
		Total number of households							15,195	15,195	15,195	15,195	15,195	15,195
		Energy:												
		Electricity (at least min. service level)							1,072	1,072	1,072	1,072	1,072	1,072
		Electricity - prepaid (min. service level)							1,072	1,072	1,072	1,072	1,072	1,072
		Minimum Service Level and Above sub-total							389	389	389	389	389	389
		Electricity (< min. service level)							203	203	203	203	203	203
		Electricity - prepaid (< min. service level)							2,104	2,104	2,104	2,104	2,104	2,104
		Other energy sources							334	334	334	334	334	334
		No rubbish disposal							559	559	559	559	559	559
		Below Minimum Service Level sub-total							3,593	3,593	3,593	3,593	3,593	3,593
		Total number of households							4,661	4,661	4,661	4,661	4,661	4,661
		Refuse:												
		Rubbish collected at least once a week							1,072	1,072	1,072	1,072	1,072	1,072
		Minimum Service Level and Above sub-total							389	389	389	389	389	389
		Removed less frequently than once a week							203	203	203	203	203	203
		Using communal refuse dump							2,104	2,104	2,104	2,104	2,104	2,104
		Using refuse dump							334	334	334	334	334	334
		Other refuse disposal												
		No rubbish disposal							559	559	559	559	559	559
		Below Minimum Service Level sub-total							3,593	3,593	3,593	3,593	3,593	3,593
		Total number of households							4,661	4,661	4,661	4,661	4,661	4,661
Municipal in-house services	Ref.	Household service targets (000)												
		Water:												
		Piped water inside dwelling							6,977	6,977	6,977	6,977	6,977	6,977
		Piped water inside yard (but not in dwelling)							9,649	9,649	9,649	9,649	9,649	9,649
		Using public tap (at least min. service level)							1,866	1,866	1,866	1,866	1,866	1,866
		Other water supply (at least min. service level)							2,655	2,655	2,655	2,655	2,655	2,655
		Minimum Service Level and Above sub-total							21,147	21,147	21,147	21,147	21,147	21,147
		Using public tap (< min. service level)												
		Other water supply (< min. service level)												
		No water supply							222	222	222	222	222	222
		Below Minimum Service Level sub-total												
		Total number of households							21,369	21,369	21,369	21,369	21,369	21,369
		Sanitation/sewage:												
		Flush toilet (connected to sewerage)							6,805	6,805	6,805	6,805	6,805	6,805
		Flush toilet (with septic tank)							4,831	4,831	4,831	4,831	4,831	4,831
		Chemical toilet							337	337	337	337	337	337
		Pit toilet (ventilated)							1,033	1,033	1,033	1,033	1,033	1,033
		Other toilet provision (> min. service level)												
		Minimum Service Level and Above sub-total							13,009	13,009	13,009	13,009	13,009	13,009

	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379
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Municipal entity services		2018/19 Medium Term Revenue & Expenditure Framework					
		Current Year 2017/18			Budget Year +1 2019/20		Budget Year +2 2020/21
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year 2019/20	Budget Year +2 2020/21
Name of municipal entity	Ref.						
		Household service targets (000)					
		Water:					
	8	Piped water inside dwelling					
	10	Piped water inside yard (but not in dwelling)					
		Using public tap (at least min. service level)					
	9	Other water supply (at least min. service level)					
	10	Minimum Service Level and Above sub-total					
		Using public tap (< min. service level)					
		Other water supply (< min. service level)					
Name of municipal entity		Below Minimum Service Level sub-total					
		Total number of households					
		Sanitation/sewerage:					
		Flush toilet (connected to sewerage)					
		Flush toilet (with septic tank)					
		Chemical toilet					
		Pit toilet (ventilated)					
		Other toilet provisions (> min. service level)					
		Minimum Service Level and Above sub-total					
		Other toilet provisions (< min. service level)					
Name of municipal entity		No toilet provisions					
		Below Minimum Service Level sub-total					
		Total number of households					
		Energy:					
		Electricity (at least min. service level)					
		Electricity - prepaid (min. service level)					
		Minimum Service Level and Above sub-total					
		Electricity (< min. service level)					
		Electricity - prepaid (< min. service level)					
		Other energy sources					
Name of municipal entity		Below Minimum Service Level sub-total					
		Total number of households					
		Refuse:					
		Removed at least once a week					
		Minimum Service Level and Above sub-total					
		Removed less frequently than once a week					
		Using communal refuse dump					
		Using own refuse dump					
		Other rubbish disposal					
		No rubbish disposal					
Name of municipal entity		Below Minimum Service Level sub-total					
		Total number of households					
		2018/19 Medium Term Revenue & Expenditure Framework					
		Current Year 2017/18			Budget Year +1 2019/20		Budget Year +2 2020/21
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year 2019/20	Budget Year +2 2020/21
		Household service targets (000)					
		Water:					
	3	Piped water inside dwelling					
	10	Piped water inside yard (but not in dwelling)					
	Using public tap (at least min. service level)						
9	Other water supply (at least min. service level)						
10	Minimum Service Level and Above sub-total						
	Using public tap (< min. service level)						
	Other water supply (< min. service level)						
	No water supply						
	Below Minimum Service Level sub-total						
	Total number of households						
	Sanitation/sewerage:						
	Flush toilet (connected to sewerage)						
	Flush toilet (with septic tank)						
	Chemical toilet						
	Pit toilet (ventilated)						
	Other toilet provisions (> min. service level)						
	Minimum Service Level and Above sub-total						
	Other toilet provisions (< min. service level)						
	Bucket toilet						
	Other toilet provisions (< min. service level)						

Refuse Removal	Ref	Location of households for each type of FBS				
List type of FBS service		Formal settlements - (removed once a week to indigent households) Number of HH receiving this type of FBS Informal settlements (Rands) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (Rands) Number of HH receiving this type of FBS Living in informal backyard rental agreement (Rands) Number of HH receiving this type of FBS Other (Rands) Number of HH receiving this type of FBS Total cost of FBS - Refuse Removal for informal settlements	8,798,512	8,553,548	8,798,748	9,331,421
						10,366,119

Refuse Removal

- Monthly household income included. Should include all sources of income.
- Show the poverty analysis by the municipality used to determine its refuse removal policy and the provision of services.
- Include total of all housing units within the municipality.
- Number of subsidised dwellings to be constructed by the municipality under agency agreement with private.
- Provide estimate based on building agreement information. Include any non-subsidised dwellings constructed by the municipality.
- Insert actual or estimated % increase as a basis for budget calculations.
- Insert actual or estimated % collection rate assumed as a basis for budget calculations for each revenue group.
- Stand distance less than 20m from dwelling.
- Stand distance less than 20m from dwelling.
- Borehole, pump, rainwater tank etc.
- Municipality agrees to total number of four stories in municipal area.
- Household income categories assume an average of 4 persons per household. Data City Council 2011 Questionnaire.
- Based on national poverty line of R515 per capita per month (2009 prices), assuming an average household size of 4 persons.

Choose name from list Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	8,195	(67,643)	48 947	1,173	3,391	1,084,987	142,747	(3,778)	(205,994)	(447,053)
Cash + investments at the year end less applications - R'000	18(1)b	2	1,162	11,521	19,918	249	206	454	111,578	(157,016)	(162,269)	(163,434)
Cash year end monthly employee supplier payments	18(1)b	3	0.2	(3.4)	2.4	0.1	0.2	0.0	0.0	(3.2)	(5.6)	(13.7)
Surplus/(Deficit) excluding depreciation offset - R'000	18(1)	4	34,769	(10,140)	19,895	43,720	45,450	121,945	58,209	(114,172)	(120,368)	(126,812)
Savings charge rev % change - macro CPI-X target exclusive	18(1)a(2)	5	N.A.	3.5%	2.4%	(3.0%)	(6.0%)	(11.2%)	(19.2%)	(15.8%)	(0.5%)	(0.5%)
Cash receipt % of Ratepayer & Other revenue	18(1)a(2)	6	91.8%	95.1%	83.0%	97.2%	97.1%	97.9%	97.7%	83.2%	50.2%	90.2%
Debt impairment expense as a % of total billable revenue	18(1)a(2)	7	10.2%	8.4%	11.4%	7.5%	7.7%	0.0%	0.0%	13.2%	13.3%	13.3%
Capital payments % of capital exp. expenditure	18(1)-19	8	176.0%	176.1%	100.1%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. tranche)	18(1)c	9	0.5%	0.0%	0.0%	0.0%	0.0%	1007.6%	(271.5%)	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0.0%	0.0%	0.0%
Current consumer debtors % change - inc/(dec)	18(1)a	11	N.A.	0.4%	10.2%	4.4%	0.0%	0.0%	95.4%	500.1%	5.5%	8.7%
Long term receivables % change - inc/(dec)	18(1)a	12	N.A.	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(d)	13	1.5%	2.7%	2.4%	2.8%	2.6%	1.3%	0.9%	3.7%	5.9%	3.9%
Asset renewal % of capital budget	20(1)(d)	14	0.0%	0.0%	0.0%	43.7%	38.1%	18.3%	0.0%	27.1%	37.3%	27.0%

References

1. Positive cash balances indicative of minimum compliance - subject to 2
2. Deduct cash and investment applications (defined) from cash balances
3. Indicative of sufficient liquidity to meet average monthly operating payments
4. Indicative of funded operational requirements
5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
6. Realistic average cash collection forecasts as % of annual billed revenue
7. Realistic average increase in debt impairment (double debt) provision
8. Indicative of planned capital expenditure level & cash payment timing
9. Indicative of compliance with borrowing "rule" for the capital budget - should not exceed 100% unless re-financing
10. Substantiation of National Treasury allocations included in budget
11. Indicative of realistic current revenue debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
12. Indicative of realistic long term arrears/debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection
14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

Supporting indicators	18(1)(a)	18(1)(b)	18(1)(c)	18(1)(d)	18(1)(e)	18(1)(f)	18(1)(g)	18(1)(h)	18(1)(i)	18(1)(j)
% Incr total service charges (incl prop rates)	18(1)(a)	3.5%	8.4%	2.2%	(2.0%)	(5.3%)	(13.2%)	(2.8%)	5.5%	5.5%
% Incr Property Tax	18(1)(a)	12.8%	8.6%	21.3%	0.0%	(16.8%)	(17.1%)	(0.5%)	5.5%	5.5%
% Incr Service charges - electricity revenue	18(1)(a)	10.0%	1.6%	2.3%	0.0%	(13.1%)	(4.7%)	0.5%	5.5%	5.5%
% Incr Service charges - water revenue	18(1)(a)	3.8%	19.3%	(14.3%)	0.0%	7.1%	(11.5%)	(40.5%)	5.5%	5.5%
% Incr Service charges - sanitation revenue	18(1)(a)	3.5%	14.4%	(2.5%)	0.0%	131.0%	(15.2%)	(205.5%)	5.5%	5.5%
% Incr Service charges - refuse revenue	18(1)(a)	8.0%	12.3%	(38.4%)	(46.1%)	150.0%	(13.9%)	2.0%	5.5%	5.5%
% Incr in Service charges - other	18(1)(a)	(74.7%)	(53.1%)	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total billible revenue	18(1)(a)	163,587	179,521	104,627	129,920	194,920	184,196	160,305	175,745	185,411
Service charges	18(1)(a)	163,967	179,521	104,567	149,920	194,920	181,586	160,305	175,746	185,411
Property rates	18(1)(a)	4,004	76,545	80,109	100,765	100,785	84,073	70,515	100,327	105,945
Service charges - electricity revenue	18(1)(a)	51,162	58,297	57,186	58,510	58,510	50,823	48,407	58,821	62,057
Service charges - water revenue	18(1)(a)	20,843	20,820	31,797	27,020	27,020	28,893	23,610	15,070	16,957
Service charges - sanitation revenue	18(1)(a)	7,220	7,470	8,550	3,973	3,973	9,187	7,791	(4,187)	(4,428)
Service charges - refuse removal	18(1)(a)	11,650	12,700	12,938	8,627	4,627	11,567	9,954	4,722	4,991
Service charges - other	18(1)(a)	150	29	18	-	-	-	-	-	-
Rental of facilities - and equipment	18(1)(a)	1,214	1,268	1,400	906	906	82	93	265	280
Capital expenditure excluding capital grant funding	18(1)(a)	59,020	74,434	148	10,500	5,126	88,537	(27,036)	40,451	45,920
Cash receipts from ratepayers	18(1)(a)	165,149	166,294	176,572	210,685	216,521	202,824	176,932	173,881	165,565
Ratepayer & Other revenue	18(1)(a)	172,455	186,281	212,843	222,968	223,054	207,592	181,113	195,017	205,743
Change in consumer debtors (current and non-current)	18(1)(a)	(24,003)	127	3,489	1,644	1,641	1,614	151,977	20,169	217,059
Controlling and Capital Grant Revenue	18(1)(a)	105,506	116,604	120,467	124,853	130,881	128,204	111,790	120,182	120,957
Capital expenditure - total	20(1)(vi)	57,000	74,424	32,411	45,973	47,477	88,507	21,834	69,420	72,782
Capital expenditure - renewal	20(1)(vi)	-	-	-	20,104	18,070	18,178	-	25,757	27,173

Supporting benchmarks

Growth guideline maximum	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline	4.3%	3.9%	4.0%	5.0%	5.0%	5.0%	5.0%	4.4%	5.0%	4.4%

DoRA operating grants total MI

DoRA capital grants total MFY

Provincial operating grants

Provincial capital grants

Principal capital grants

District Municipality grants

Total gazette: 27 added national, provincial and district grants

Average annual collection rate (arrears inclusive)

DoRA operating

Libération 1. wants

Trend

Change in consumer debtors (current and non-current)

[illegible]

% Increase in Total Operating Revenue			12.7%	10.9%	0.5%	0.5%	1.4%	(15.3%)	(7.3%)	5.5%	5.5%
% Increase in Property Rates Revenue			12.0%	8.6%	21.3%	0.0%	(16.6%)	(16.1%)	(0.5%)	5.5%	5.5%
% Increase in Electricity Revenue			10.0%	1.6%	2.3%	0.0%	(13.1%)	(8.8%)	0.5%	5.5%	5.5%
% Increase in Property Rates & Services Charges			9.5%	8.4%	2.2%	(2.0%)	(5.3%)	(13.2%)	(3.8%)	5.5%	5.5%
Expenditure											
% Increase in Total Operating Expenditure			13.6%	0.4%	(6.1%)	0.5%	(29.5%)	(3.4%)	40.6%	5.5%	5.5%
% Increase in Employee Costs			21.2%	(2.6%)	5.9%	1.8%	(20.0%)	(3.9%)	14.1%	5.5%	5.5%
% Increase in Electricity Bulk Purchases			9.2%	33.0%	(29.0%)	0.0%	(11.2%)	7.1%	0.8%	5.5%	5.5%
Average Cost Per Budgeted Employee Position (Remuneration)				248122.8054	219261.5099				289561.5108		
Average Cost Per Councillor (Remuneration)				302530.9	327237.2				753123		
R&M % of PPE			1.5%	2.7%	2.4%	2.8%	2.5%	1.0%	3.7%	3.9%	3.9%
Asset Renewal and R&M as a % of PPE			1.0%	2.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Debt Impairment % of Total Billable Revenue			10.2%	8.4%	11.1%	7.3%	7.7%	0.0%	13.3%	13.3%	13.3%
Capital Revenue											
Internally Funded & Other (R'000)				4,237	10,600	7,757		(103,860)	20,951		-
Borrowing (R'000)				-	-	-		-	23,000		-
Grant Funding and Other (R'000)				30,263	25,414	42,350		51,930	25,469	28,863	28,347
Internally Generated funds % of Non Grant Funding			0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	47.7%	0.0%	0.0%
Borrowing % of Non Grant Funding			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	51.3%	0.0%	0.0%
Grant Funding % of Total Funding			0.0%	0.0%	90.3%	77.0%	84.6%	0.0%	33.7%	100.0%	100.0%
Capital Expenditure											
Total Capital Expenditure (R'000)				42,727	45,673	47,500	67,532	13,270	69,420	72,799	76,793
Asset Renewal				-	20,104	18,070	16,178	-	25,757	27,173	24,388
Asset Renewal % of Total Capital Expenditure			0.0%	0.0%	0.0%	43.7%	36.1%	0.0%	37.1%	101.1%	101.1%
Cash											
Cash Receipts % of Rate Payer & Other			91.8%	95.1%	83.0%	97.2%	37.1%	97.5%	97.7%	90.2%	90.2%
Cash Coverage Ratio			0	(0)	0	0	0	0	(0)	(0)	(0)
Borrowing											
Credit Rating (2009/10)									0		
Capital Charges to Operating			2.4%	1.8%	1.1%	0.6%	0.0%	0.6%	0.9%	0.3%	0.7%
Borrowing Receipts % of Capital Expenditure			0.0%	0.0%	0.0%	0.0%	0.0%	1007.8%	(271.5%)	0.0%	0.0%
Reserves											
Surplus/(Deficit)			1,162	11,521	19,018	249	206	454	111,578	(157,316)	(152,269)
Free Services											
Free Basic Services as a % of Equitable Share			0.0%	0.0%	0.0%	47.9%	47.9%	37.2%	58.4%	58.4%	58.1%
Free Services as a % of Operating Revenue (incl operational transfers)			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
High Level Outcome of Funding Compliance											
Total Operating Revenue			250,628	282,377	313,185	314,834	316,258	320,773	271,638	293,295	309,426
Total Operating Expenditure			286,251	325,093	326,501	306,518	307,947	218,994	209,509	432,936	456,663
Surplus/(Deficit) Budgeted Operating Statement			(35,623)	(42,715)	(13,316)	8,317	8,308	103,778	62,127	(139,641)	(147,237)
Surplus/(Deficit) Considering Reserves and Cash Backing			1,162	11,521	19,018	249	206	454	111,578	(157,016)	(152,269)
MTREF Funded (1) / Unfunded (0)	15	1	1	1	1	1	1	1	1	0	0
MTREF Funded ✓ / Unfunded ✗	15	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗

References

15. Subject to figures provided in Schedule.

Choose name from list - Supporting Table SA11 Property rates summary

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Valuation:	1				01/07/2013			01/07/2013	01/07/2018	01/07/2018
Date of valuation:					2017/2018			2018/2019	2019/2020	2020/2021
Financial year valuation used	2				Yes			Yes	Yes	Yes
Municipal by-laws s6 in place? (Y/N)					Yes			Yes	Yes	Yes
Municipal/assistant valuer appointed? (Y/N)					No			No	No	No
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3				3			3	3	3
No. of data collectors (FTE)	3				10			10	10	10
No. of internal valuers (FTE)	3				-			-	-	-
No. of external valuers (FTE)	3				1			1	1	1
No. of additional valuers (FTE)	4				-			-	-	-
Valuation appeal board established? (Y/N)					Yes			Yes	Yes	Yes
Implementation time of new valuation roll (mths)					12			12	12	12
No. of properties	5				856			856	856	856
No. of sectional title values	5				1 617 001			1 617 001	1 617 001	1 617 001
No. of unreasonably difficult properties s7(2)					-			-	-	-
No. of supplementary valuations					1			1	1	1
No. of valuation roll amendments					-			-	-	-
No. of objections by rate payers					7			7	7	7
No. of appeals by rate payers					3			3	3	3
No. of successful objections	8				4			4	4	4
No. of successful objections > 10%	8				3			3	3	3
Supplementary valuation					4			4	4	4
Public service infrastructure value (Rm)	5				5 000.00			5 000.00	5 000.00	5 000.00
Municipality owned property value (Rm)					175 000.00			175 000.00	175 000.00	175 000.00
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)					-			-	-	-
Valuation reductions-nature reserves/park (Rm)					-			-	-	-
Valuation reductions-mineral rights (Rm)					-			-	-	-
Valuation reductions-R15,000 threshold (Rm)					-			-	-	-
Valuation reductions-public worship (Rm)					317000.00			317000.00	317000.00	317000.00
Valuation reductions-other (Rm)					-			-	-	-
Total valuation reductions:		-	-	-	0	-	-	0	0	0
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
Rating:										
Residential rate used to determine rate for other categories? (Y/N)	5									
Differential rates used? (Y/N)										
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
Rate revenue:										
Rate revenue budget (R'000)	6									
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%)										
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										
Total rebates, exemptns, reductns, discs (R'000)		-	-	-	-	-	-	-	-	-

References

1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand
2. To give effect to rates policy
3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff
4. Required to implement new system (FTE)
5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12
6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)
7. Included in rate revenue budget
8. In favour of the rate-payer

Choose name from list - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(b) (note 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Progs.
Current Year 2017/18																	
Valuation:																	
No. of properties		810	-														
No. of sectional title property values		1 617 001	-		3	18	-	7	2	-	-	-	-	-	-	-	-
No. of unreasonably difficult properties s7(2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of supplementary valuations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplementary valuation (Rm)		1	-		1	1	-	1	1	-	-	-	-	-	-	-	-
No. of valuation roll amendments																	
No. of objections by rate-payers		7															
No. of appeals by rate-payers		3															
No. of appeals by rate-payers finalised		3															
No. of successful objections		4															
No. of successful objections > 10%		3															
Estimated no. of properties not valued		5															
Years since last valuation (select)		3															
Frequency of valuation (select)		4															
Method of valuation used (select)		4															
Base of valuation (select)		Market															
Phrasing in properties s21 (number)		Land & impr.															
Combination of rating types used? (Y/N)		Land & impr.															
Flat rate used? (Y/N)		Yes															
Is balance rated by uniform rate/variable rate?																	
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)																	
Total valuation reductions:		2															
Total value used for rating (Rm)																	
Total land value (Rm)		6															
Total value of improvements (Rm)		6															
Total market value (Rm)		6															
Rates:																	
Average rate		3															
Rate revenue budget (R'000)																	
Rate revenue expected to collect (R'000)																	
Expected cash collection rate (%)		4															
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000)																	
Total rebates, exemptions, reductions, discs (R'000)																	

References:

1. Land & Assistance Act, Restitution of Land Rights, Communal Property Associations
2. Include value of additional reductions is 'free' value greater than MPRs minimum.
3. Average rate - cents in the Rand. Eg 10,26 cents in the Rand is 0,1026, expressed to 6 decimal places maximum
4. Include areas collections
5. In favour of the rate-payer
6. Provide relevant information for historical comparisons.

Choose name from list - Supporting Table SA 12b Property rates by category (budget year)

	Description	Ref	Resl.	Indust.	Bu. & Comm.	Farm prop.	State-owned	Muni prop.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 62(n) (note 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.
Budget Year 2018/19																		
Valuation:																		
No. of properties			810	-		3	18	-										
No. of sectional title property values			1 617 001	-	-	-	-	-										
No. of unreasonably difficult properties s7(2)			-	-	-	-	-	-										
No. of supplementary valuations			-	-	-	-	-	-										
Supplementary valuation (Rm)			1	-	-	1	1	-										
No. of valuation roll amendments																		
No. of objections by rate-payers																		
No. of appeals by rate-payers																		
No. of appeals by rate-payers finalised																		
No. of successful objections																		
No. of successful objections > 10%																		
Estimated no. of properties not valued																		
Years since last valuation (select)																		
Frequency of valuation (select)																		
Method of valuation used (select)																		
Base of valuation (select)																		
Phrasing in properties s21 (number)																		
Combination of rating types used? (Y/N)																		
Flat rate used? (Y/N)																		
Is balance rated by uniform rate/variable rate?																		
Valuation reductions:																		
Valuation reductions-public infrastructure (Rm)			-															
Valuation reductions-nature reserves/park (Rm)			-															
Valuation reductions-mineral rights (Rm)			-															
Valuation reductions-R15,000 threshold (Rm)			-															
Valuation reductions-public worship (Rm)			-															
Valuation reductions-other (Rm)			-															
Total valuation reductions:			2															
Total value used for rating (Rm)			317 000.00															
Total land value (Rm)			6															
Total value of improvements (Rm)			6															
Total market value (Rm)			6															
Rating:																		
Average rate			3															
Rate revenue budget (R'000)																		
Rate revenue expected to collect (R'000)																		
Expected cash collection rate (%)			4															
Special rating areas (R'000)																		
Rebates, exemptions - indigent (R'000)																		
Rebates, exemptions - pensioners (R'000)																		
Rebates, exemptions - bona fide farm. (R'000)																		
Rebates, exemptions - other (R'000)																		
Phase-in reductions/discounts (R'000)																		
Total rebates, exemptions, discounts, discs (R'000)																		

References:

- 1. Land & Assistance Act, Restitution of Land Rights, Communal Property Associations
- 2. Include value of additional reductions is 'free' value greater than MPRSA minimum.
- 3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum
- 4. Include arrears collections
- 5. In favour of the rate-payer
- 6. Provide relevant information for historical comparators.

Volumetric charge - Block 4 (c/kL)		(fill in structure)		2	
Other					
Electricity tariffs					
Domestic					
Basic charge/ fixed fee (Rand/month)					
Service point - vacant land (Rand/month)					
FBE					
Life-line tariff - meter					
Life-line tariff - prepaid					
Flat rate tariff - meter (c/kwh)					
Flat rate tariff - prepaid (c/kwh)					
Meter - IBT Block 1 (c/kwh)					
Meter - IBT Block 2 (c/kwh)					
Meter - IBT Block 3 (c/kwh)					
Meter - IBT Block 4 (c/kwh)					
Meter - IBT Block 5 (c/kwh)					
Prepaid - IBT Block 1 (c/kwh)					
Prepaid - IBT Block 2 (c/kwh)					
Prepaid - IBT Block 3 (c/kwh)					
Prepaid - IBT Block 4 (c/kwh)					
Prepaid - IBT Block 5 (c/kwh)					
Other					
Waste management tariffs					
Domestic					
Street cleaning charge					
Basic charge/ fixed fee					
80 bin - once a week					
250 bin - once a week					
Removal Charges monthly					
Special removals (household					
Removal charges monthly					
References					
1. If properties are not rated or zero rated this must be indicated as such					
2. Please provide detailed descriptions on Sheet SA13b					

Choose name from list - Supporting Table SA13b Service Tariffs by category - explanatory

Detailed Name from the Supporting Rate Sheet Service Name by Category Explanation						2018/19 Medium Term Revenue & Expenditure Framework			
Description	Ref	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Exemptions, reductions and rebates (Rands)									
<i>Pensioner Rebates: as per Rates policy</i>		45% on business rate- up to			45%	45%	45%	47%	50%
		35% on business rate- between			35%	35%	35%	37%	39%
		25% on business rate- between			25%	25%	25%	26%	28%
<i>Other Rebates: as per Rates policy</i>		14% Residential Rates			14%	14%	14%	15%	16%
		40% Agricultural Game Farm			40%	40%	40%	42%	45%
		30% Eco Tourism/Eco			30%	30%	30%	32%	33%
Water tariffs									
<i>Special reeding fee</i>		Special reeding	220.40	232.51	269.72	253.16	309.77	326.81	344.78
<i>Consumption</i>		0-10 KL	9.36	9.87	11.45	12.26	13.15	13.87	14.64
		11-15 KL	9.81	10.34	12.00	12.84	13.78	14.54	15.34
		16-20 KL	11.66	12.30	16.39	15.27	14.27	15.05	15.88
		21+	14.57	15.37	17.83	19.08	20.48	21.81	22.79
<i>Drought Consumption</i>		0-10 KL	14.47	15.26	17.71	18.94	20.33	21.45	22.63
		11-15 KL	17.27	17.27	20.03	21.44	23.01	24.28	25.61
		16-20 KL	19.69	19.69	22.84	24.44	26.23	27.67	29.19
		21+	23.62	23.62	27.40	29.32	31.47	33.20	35.03
<i>Sporting Bodies/Agreements</i>		per KL	7.02	7.41	8.59	9.19	9.87	10.41	10.99
Waste water tariffs									
<i>Sales prepaid</i>		Prepaid water meter	3,539.53	3,734.20	4,331.67	4,834.89	4,974.78	5,248.59	5,537.05
		Prepaid electricity meter	1,056.06	1,114.13	1,247.85	1,271.29	1,364.52	1,439.57	1,518.74
<i>Water disconnections/reconnection fees</i>		Water	542.24	572.06	662.59	710.05	752.12	804.04	848.26
		15mm	2,855.23	3,021.27	3,494.24	3,738.83	4,013.01	4,233.73	4,466.58
		20mm	3,172.48	3,346.97	3,882.48	4,154.26	4,458.90	4,704.14	4,962.87
		25mm	6,344.96	6,693.93	7,764.97	8,308.51	8,917.81	9,408.29	9,925.75
		50mm	9,200.20	9,706.21	11,259.20	12,047.35	12,930.82	13,642.02	14,392.33
		Water supply by tanker	936.81	988.13	1,148.25	1,226.46	1,316.40	1,388.80	1,465.19
		Disconnection (normal)	1,042.16	1,099.48	1,275.40	1,364.67	1,464.75	1,545.31	1,630.30
		Fitting and Removal	537.74	567.31	658.08	704.15	755.78	797.35	841.20
		Disconnection (normal)	220.40	232.51	269.72	288.60	309.77	326.81	344.78
		Connection (of existing)	220.40	232.51	269.72	288.60	309.77	326.81	344.78
		Disconnection (cut off)	357.65	377.32	437.69	468.33	502.67	530.32	559.48
		Callout fee- Normal Working	357.65	377.32	437.69	468.33	502.67	530.32	559.48
		Callout fee- After Working	536.48	565.99	656.55	702.51	754.02	795.49	839.24
		Callout fee- Sundays and	715.30	754.65	875.38	936.66	1,005.35	1,060.64	1,118.98
		Disconnection (non-payment)	357.65	377.32	437.69	468.33	502.67	530.32	559.48
		Reconnection (non-payment)	351.15	370.47	429.73	459.82	493.53	520.67	549.31
	Administration Costs	111.04	117.15	135.89	145.40	156.06	164.64	173.70	
Electricity tariffs									
<i>Domestic Credit</i>		Basic charge	176.71	173.92	226.06	230.28	248.18	261.83	276.23
		Block 1 (0-50 kWh)	0.84	0.79	0.96	0.98	1.05	1.11	1.17
		Block 2 (51-350 kWh)	1.06	1.00	1.23	1.25	1.35	1.42	1.50
		Block 3 (351-600 kWh)	1.39	1.39	1.71	1.77	1.90	2.00	2.11
		Block 4 (>600 kWh)	1.64	1.64	2.02	2.07	2.24	2.36	2.49
<i>Domestic Pre-payment</i>		Basic charge	176.71	173.92	226.06	230.28	248.18	261.83	276.23
		Block 1 (0-50 kWh)	0.84	0.79	0.96	0.98	1.05	1.11	1.17
		Block 2 (51-350 kWh)	1.06	1.00	1.23	1.25	1.35	1.42	1.50
		Block 3 (351-600 kWh)	1.39	1.39	1.71	1.77	1.90	2.00	2.11
		Block 4 (>600 kWh)	1.64	1.64	2.02	2.07	2.24	2.36	2.49
<i>Commercial</i>		Basic charge	314.38	309.42	402.12	409.68	441.54	465.82	491.45
		Energy consumption	1.35	1.33	1.69	1.73	1.87	1.97	2.08
<i>Large Power users with max demands < 200kVA</i>		Basic Monthly charge		586.55	668.67	681.24	734.22	774.60	817.21
		Energy consumption		0.78	0.88	0.90	0.97	1.02	1.08
		Monthly maximum demand		183.26	247.90	252.58	272.20	287.17	302.97
<i>Time of use</i>		Basic Monthly charge	553.02	544.29	707.36	720.66	776.70	819.42	864.49
<i>Energy charges (low season)</i>		Peak	0.82	0.87	1.13	1.15	1.24	1.31	1.38
		Standard	0.51	0.54	0.70	0.71	0.77	0.81	0.86
		Off-peak	0.36	0.38	0.49	0.50	0.54	0.57	0.60
<i>Energy charges (high season- June to August)</i>		Peak	2.90	3.05	3.96	4.04	4.35	4.59	4.84
		Standard	0.77	0.81	1.05	1.07	1.15	1.21	1.28
		Off-peak	0.42	0.44	0.57	0.58	0.63	0.66	0.70
	Demand charges KVA (Peak &	85.54	64.50	83.84	85.41	92.06	97.12	102.47	

Choose name from list - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS											
R thousand	Budget Year 2018/19										
	July	August	Sept.	October	November	December	January	February	March	April	May
Medium Term Revenue and Expenditure Framework											
Cash Receipts by Source	Budget Year										
	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19
Property sales	7 524	7 524	7 524	7 524	7 524	7 524	7 524	7 524	7 524	7 524	7 524
Service charges - electricity revenue	4 510	4 510	4 510	4 510	4 510	4 510	4 510	4 510	4 510	4 510	4 510
Service charges - water revenue	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232
Service charges - sanitation revenue	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)
Service charges - refuse revenue	362	362	362	362	362	362	362	362	362	362	362
Service charges - other	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	22	22	22	22	22	22	22	22	22	22	22
Interest earned - external investments	44	44	44	44	44	44	44	44	44	44	44
Interest earned - outstanding debtors	388	388	388	388	388	388	388	388	388	388	388
Dividends received	3	3	3	3	3	3	3	3	3	3	3
Fines, penalties and forfeits	906	906	906	906	906	906	906	906	906	906	906
Licences and permits	132	132	132	132	132	132	132	132	132	132	132
Agency services	-	-	-	-	-	-	-	-	-	-	-
Transfer receipts - operational	34 218	532	1 053	532	28 571	1 053	532	532	28 092	532	532
Other revenue	121	123	122	122	122	122	128	128	126	126	126
Cash Receipts by Source	49 141	15 457	15 977	15 456	43 494	15 977	15 480	15 460	44 019	15 460	15 460
Other Cash Flows by Source											
Transfer receipts - capital	25 469	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	23 000	-	-	-	-	-	-	-
Borrowing long term/financing	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	74 609	15 457	15 977	38 456	43 494	15 977	15 480	15 460	44 019	15 460	15 460
Cash Payments by Type											
Employee related costs	11 710	11 591	11 594	11 609	11 594	11 594	11 609	11 594	11 594	11 594	11 594
Remuneration of councillors	660	660	660	660	660	660	660	660	660	660	660
Finance charges	278	11	11	268	11	150	268	11	11	268	11
Bulk purchases - Electricity	3 426	3 426	3 426	3 426	3 426	3 426	3 426	3 426	3 426	3 426	3 426
Bulk purchases - Water & Sewer	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Other materials	1 737	1 724	1 724	1 737	1 724	1 724	1 737	1 724	1 724	1 737	1 724
Contracted services	7 508	7 369	7 423	7 464	7 423	7 404	7 463	7 401	7 428	7 438	7 416
Transfers and grants - other municipalities	141	141	141	141	141	141	141	141	141	141	141
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	121	123	122	122	122	122	126	126	126	126	126
Cash Payments by Type	26 832	26 325	26 351	26 878	26 351	33 412	26 641	26 333	26 359	26 655	26 348
Other Cash Flows/Payments by Type											
Capital assets	13 497	3 472	4 921	11 432	3 485	4 797	5 033	9 117	3 417	3 417	3 417
Repayment of borrowing	-	-	473	-	-	473	-	-	-	-	473
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	40 329	29 797	31 744	38 106	29 836	38 682	31 713	35 450	30 248	30 072	30 238
NET INCREASE/(DECREASE) IN CASH HELD	34 281	(14 340)	(15 767)	346	(13 668)	(22 705)	(16 234)	(19 990)	13 771	(14 612)	(14 778)
Cash/cash equivalents at the month/year begin:	48 847	63 123	68 188	53 021	53 367	67 025	44 320	28 066	8 076	21 847	7 235
Cash/cash equivalents at the month/year end:	83 128	68 788	53 021	53 367	67 025	44 320	28 066	8 076	21 847	7 235	(7 543)
Revised/2019											

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is now directly linked to A7.

Choose name from list - Supporting Table SA32 List of external mechanisms

[illegible]

References

1. Total agreement period from commencement until end

2. Annual value

Choose name from list - Supporting Table SA33 Contracts having future budgetary implications

Description		Ref	Preceding Years		2018/19 Medium Term Revenue & Expenditure Framework			Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Contract Value	
			Total	Original Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21									
R thousand		1,3														
Parent Municipality: Provincial Dept of EC Transport Contract 2 Contract 3 etc Total Operating Revenue Implication Expenditure Obligation By Contract Munsoft (PTY) Uber Tech Technologies Telkom SA Mavalec (Pty) LTD		2	(7 836)	(1 608)	(2 567)	(2 729)	(2 879)	-	-	-	-	-	-	-	(17 639)	
		2	(7 836)	(1 608)	(2 567)	(2 729)	(2 879)	-	-	-	-	-	-	-	-	(17 639)
			10 000	1 776	1 874	1 977	-	-	-	-	-	-	-	-	-	15 627
			2 000	-	-	-	-	-	-	-	-	-	-	-	-	4 200
			6 702	1 663	159	168	177	-	-	-	-	-	-	-	-	8 869
			22 972	12 000	15 500	16 353	17 252	-	-	-	-	-	-	-	-	84 076
		2	41 674	17 639	17 633	18 497	17 429	-	-	-	-	-	-	-	-	112 772
			-	-	-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-	-	-
			41 674	17 639	17 633	18 497	17 429	-	-	-	-	-	-	-	-	112 772
		2														

References:
1. Total Implication for all preceding years to be summed and total stated in Preceding Years column
2. List all contracts with future financial obligations beyond the three years covered by the MTRF (MFMA s33)

Description	2016/15	2016/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	Actual	Actual	Actual						
Capital expenditure on new assets by Asset Class/Sub class									
Infrastructure	40,317	171,188	17,554	6,982	-	-			
Roads Infrastructure	61,181	11,381	17,291	-	-	-			
Roads	1,738	2,051	17,881	-	-	-			
Road Structures	-	-	-	-	-	-			
Road Furniture	-	-	-	-	-	-			
Capital Spares	58,422	8,881	-	-	-	-			
Storm water Infrastructure	5,521	11,118	-	-	-	-			
Drainage Collection	-	-	-	-	-	-			
Storm water Conveyance	5,516	10,118	-	-	-	-			
Attenuation	-	-	-	-	-	-			
Electrical Infrastructure	4,842	4,942	4,052	4,052	-	-			
Power Plants	-	-	-	-	-	-			
HV Substations	-	-	-	-	-	-			
HV Switching Station	-	-	-	-	-	-			
HV Transmission Conductors	4,142	4,012	-	-	-	-			
MV Substations	-	-	-	-	-	-			
MV Switching Stations	-	-	-	-	-	-			
MV Networks	-	-	-	-	-	-			
LV Networks	-	-	4,052	4,052	-	-			
Capital Spares	-	-	-	-	-	-			
Water Supply Infrastructure	5,283	25,247	4,311	-	-	-			
Dams and Weirs	-	-	-	-	-	-			
Boreholes	-	-	-	-	-	-			
Reservoirs	-	-	2,536	-	-	-			
Pumping Stations	-	-	-	-	-	-			
Water Treatment Works	5,283	25,247	-	-	-	-			
Bulk Mains	-	-	-	-	-	-			
Distribution Mains	-	-	1,774	-	-	-			
Distribution Pumps	-	-	-	-	-	-			
PRV Stations	-	-	-	-	-	-			
Capital Spares	-	-	-	-	-	-			
Sanitation Infrastructure	5,095	15,699	-	-	-	-			
Pump Stations	-	-	-	-	-	-			
Reticulation	-	-	-	-	-	-			
Waste Water Treatment Works	5,095	15,699	-	-	-	-			
Outfall Canals	-	-	-	-	-	-			
Toilet Facilities	-	-	-	-	-	-			
Capital Spares	-	-	-	-	-	-			
Solid Waste Infrastructure	-	-	882	-	-	-			
Landfill Sites	-	-	882	-	-	-			
Waste Transfer Stations	-	-	-	-	-	-			
Waste Processing Facilities	-	-	-	-	-	-			
Waste Drop-off Points	-	-	-	-	-	-			
Waste Collection Facilities	-	-	-	-	-	-			
Electricity Generation Facilities	-	-	-	-	-	-			
Capital Spares	-	-	-	-	-	-			
Rail Infrastructure	-	-	-	-	-	-			
Rail Lines	-	-	-	-	-	-			
Rail Structures	-	-	-	-	-	-			
Rail Furniture	-	-	-	-	-	-			
Drainage Collection	-	-	-	-	-	-			
Storm water Conveyance	-	-	-	-	-	-			
Attenuation	-	-	-	-	-	-			
MV Substations	-	-	-	-	-	-			
LV Networks	-	-	-	-	-	-			
Capital Spares	-	-	-	-	-	-			
Coastal Infrastructure	-	-	-	-	-	-			
Sand Pumps	-	-	-	-	-	-			
Piers	-	-	-	-	-	-			
Revetments	-	-	-	-	-	-			
Promenades	-	-	-	-	-	-			
Capital Spares									

Community Assets	3,774	3,774	888						
Community Facilities			888						
Halls									
Centres									
Crochets									
Clinical/Care Centres									
Fire/Ambulance Stations			888						
Testing Stations									
Museums									
Colleges									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Public									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stadiums									
Airports									
Travel Parks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	3,774	3,774							
Indoor Facilities	3,774	3,774							
Outdoor Facilities									
Capital Spares									
Heritage assets									
Monuments									
Historic Buildings									
World of Art									
Conservation Areas									
Other Heritage									
Investment properties									
Revenue Generating									
Improved Property									
Unimproved Property									
Non-revenue Generating									
Improved Property									
Unimproved Property									
Other assets									
Operational Buildings							8,000	8,440	8,504
Municipal Offices							8,000	8,440	8,504
Play Enquiry Points							8,000	8,440	8,504
Building Plan Office									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing									
Staff Housing									
General Housing									
Capital Spares									
Biological or Cultivated Assets									
Biological or Cultivated Assets									
Intangible Assets	1,184	1,184	5						
Servitudes									
Licences and Rights	1,184	1,184	5						
Water Rights									
Electric Licences									
Child Welfare Licences									
Computer Software and Applications	1,184	1,184	5						
Local Settlement Software Applications									
Unspecified									
Computer Equipment	1,302	1,496	11	146	216	263	426	296	373
Computer Equipment	1,302	1,496	11	146	216	263	426	296	373
Furniture and Office Equipment	641	721	1,000	1,123	823	738	1,871	1,973	2,040
Furniture and Office Equipment	641	721	1,000	1,123	823	738	1,871	1,973	2,040
Machinery and Equipment	919	1,333	1,730	1,800	1,973	343	22,930	24,086	25,410
Machinery and Equipment	919	1,333	1,730	1,800	1,973	343	22,930	24,086	25,410
Transport Assets	4,574	5,442	11,188	4,036	2,119	2,917	8,717	8,901	9,384
Transport Assets	4,574	5,442	11,188	4,036	2,119	2,917	8,717	8,901	9,384
Libraries									
Libraries									
Zoo's, Marine and Non-biological Animals									
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on new assets	93,317	101,551	62,429	14,132	9,188	3,357	41,343	43,888	46,198

References

1. Total Capital Expenditure on new assets (SA34) plus Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on upgrades of existing assets (SA34c) must reconcile to total capital expenditure.

check balance 40,283,465 56,647,202 4,088,619 44,525,917 3,369,698 4,000,406

Choose name from list - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure					20,034	18,000	16,178	25,719	27,133	28,625
Roads Infrastructure										
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure										
Drainage Collection								250	264	278
Storm water Conveyance								350	264	278
Attenuation										
Electrical Infrastructure										
Power Plants										
HV Substations										
HV Switching Stations										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure					18,500	18,000	16,178	25,469	26,869	28,347
Dams and Weirs					4,500	4,500	3,083			
Boreholes										
Reservoirs										
Pump Stations					4,500	4,500	1,292			
Water Treatment Works					4,500	4,500	8,609			
Bulk Mains										
Distribution					4,500	4,500	3,134	25,469	26,869	28,347
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure										
Pump Station										
Reticulation										
Waste Water Treatment Works										
Overflow Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure					2,034					
Landfill Sites					2,034					
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure										
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure										
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure										
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets										
Community Facilities										
Halls										

Zoo's, Marine and Non-biological Animals									
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on renewal of existing assets: 1	-	-	-	20,104	18,070	16,178	25,757	27,173	28,668
Renewal of Existing Assets as % of total capex	0.0%	0.0%	0.0%	43.7%	38.1%	15.3%	37.1%	37.3%	37.3%
Renewal of Existing Assets as % of deprecn	0.0%	0.0%	0.0%	367.2%	330.1%	295.6%	70.6%	70.6%	70.6%

References

1. Total Capital Expenditure on renewal of existing assets (SA34a) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital

check balance	40,263,465	55,647,202	4,088,449	0	44,525,917	3,369,628	4,003,406
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Choose name from list - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		4,531	10,934	7,445	6,728	4,370	1,409	7,966	8,425	8,888
Roads Infrastructure		305	1,399	2,751	200	200	286	250	264	278
Roads		365	1,383	2,751	200	200	286	250	264	278
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		31	39	-	180	330	267	200	211	223
Drainage Collection		-	-	-	180	330	267	200	211	223
Storm water Conveyance		31	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		1,185	1,300	3,251	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Stations		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		230	220	-	-	-	-	-	-	-
MV Substations		-	-	1,723	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
kV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	1,526	-	-	-	-	-	-
Capital Spares		835	1,080	-	-	-	-	-	-	-
Water Supply Infrastructure		361	798	1,083	2,440	1,685	637	5,943	6,270	6,614
Dams and Weirs		171	133	90	330	390	239	330	348	367
Boreholes		-	-	-	180	40	-	650	881	740
Reservoirs		-	-	-	150	85	-	500	527	557
Pump Stations		-	-	1,003	1,070	910	424	3,413	3,601	3,729
Water Treatment Works		230	165	-	690	705	13	1,050	1,108	1,169
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		4,634	170	103	830	705	158	1,393	1,470	1,530
Pump Station		-	-	-	830	705	158	1,393	1,470	1,530
Retention		-	-	103	-	-	-	-	-	-
Waste Water Treatment Works		4,634	173	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		(2,895)	7,238	257	3,078	1,450	-	200	211	223
Landfill Sites		-	-	257	3,078	1,450	-	200	211	223
Waste Transfer Station		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Vehicle Drop-off Points		(2,895)	7,238	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetment		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layer		-	-	-	-	-	-	-	-	-
Distribution Layer		-	-	-	-	-	-	-	-	-

	Capital Spares								
Community Assets									
Community Facilities:				3,519	-	-	-	-	-
Halls				3,519	-	-	-	-	-
Care Centres				504	-	-	-	-	-
Crèches				-	-	-	-	-	-
Clinical Care Centres				-	-	-	-	-	-
Fire/Ambulance Stations				-	-	-	-	-	-
Testing Station				156	-	-	-	-	-
Museums				-	-	-	-	-	-
Galleries				-	-	-	-	-	-
Theatre				-	-	-	-	-	-
Libraries				-	-	-	-	-	-
Cemeteries/Crematoria				2,795	-	-	-	-	-
Police				-	-	-	-	-	-
Parks				-	-	-	-	-	-
Public Open Space				-	-	-	-	-	-
Nature Reserves				-	-	-	-	-	-
Public Ablution Facilities				-	-	-	-	-	-
Markets				-	-	-	-	-	-
Stalls				-	-	-	-	-	-
Airports				-	-	-	-	-	-
Taxi Rank/Bus Terminal				-	-	-	-	-	-
Capital Spares				-	-	-	-	-	-
Sport and Recreation Facilities:				-	-	-	-	-	-
Indoor Facilities				-	-	-	-	-	-
Outdoor Facilities				-	-	-	-	-	-
Capital Spares				-	-	-	-	-	-
Heritage assets									
Monuments				-	-	-	-	-	-
Historic Buildings				-	-	-	-	-	-
Works of Art				-	-	-	-	-	-
Conservation Areas				-	-	-	-	-	-
Other Heritage				-	-	-	-	-	-
Investment properties									
Revenue Generating				-	-	-	-	-	-
Improved Property				-	-	-	-	-	-
Unimproved Property				-	-	-	-	-	-
Non-revenue Generating				-	-	-	-	-	-
Improved Property				-	-	-	-	-	-
Unimproved Property				-	-	-	-	-	-
Other assets	885	1,387	3,108	2,330	2,873	2,190	4,744	5,005	5,280
Coeducational Buildings	885	1,387	3,108	2,330	2,873	2,190	4,744	5,005	5,280
Municipal Offices	885	1,387	3,108	2,330	2,873	2,190	4,744	5,005	5,280
Play Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depsots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
State Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Biological or Cultivated Assets				-	-	-	-	-	-
Intangible Assets									
Service:				-	-	-	-	-	-
Licences and Rights:				-	-	-	-	-	-
Water Rights				-	-	-	-	-	-
Eminent Licenses				-	-	-	-	-	-
Solid Waste Licenses				-	-	-	-	-	-
Computer Software and Applications				-	-	-	-	-	-
Land Settlement Software Application:				-	-	-	-	-	-
Unspecified				-	-	-	-	-	-

Computer Equipment									
Computer Equipment			36	40	56	11	37	40	42
			35	49	56	11	37	40	42
Furniture and Office Equipment									
Furniture and Office Equipment	158	160	67	344	372	133	986	1,040	1,097
		160	67	344	372	133	986	1,040	1,097
Machinery and Equipment									
Machinery and Equipment	35	11	35	3,169	3,219	2,454	3,544	3,739	3,845
	35	11	35	3,163	3,219	2,454	3,544	3,739	3,845
Transport Assets									
Transport Assets	764	1,135	-	6,410	5,485	2,213	7,294	7,595	8,118
	764	1,135	-	6,410	5,485	2,213	7,294	7,595	8,118
Libraries									
Libraries	2,733	2,551	33	-	-	-	-	-	-
	2,733	2,551	33	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	9,106	16,179	14,241	19,030	16,375	8,440	24,591	25,943
									27,370
R&M as a % of PPE									
	1.5%	2.7%	2.4%	2.8%	2.5%	1.7%	3.6%	3.9%	4.2%
R&M as % Operating Expenditure									
	3.2%	5.0%	4.4%	6.2%	5.3%	3.0%	11.7%	6.0%	6.0%

1. Total Repairs and Maintenance Expenditure by Asset Category must reconcile to total repairs and maintenance expenditure on Table SA1

check balance	9,106	16,179	14,241	19,030	16,375	8,440	24,591	25,943	27,370
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Choose name from list - Supporting Table SA34a Depreciation by asset class

Description	Ref	2016/15	2016/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Depreciation by Asset Class/Sub-class											
Infrastructure											
Roads Infrastructure		27,890	27,291	27,292	1,356	1,356	1,356	28,402	29,965	31,613	
Roads		11,066	10,601	10,601	245	245	245	11,534	12,169	12,838	
Road Structures											
Road Furniture		11,066	10,601	10,601	245	245	245	11,534	12,169	12,838	
Capital Spares											
Storm water Infrastructure											
Drainage Collection					49	49	49				
Storm water Conveyance											
Attenuation					49	49	49				
Electrical Infrastructure		2,334	2,334	2,334	97	97	97	3,517	3,711	3,915	
Power Plants											
HV Substations		3,334	3,334	3,334				3,517	3,711	3,915	
HV Switching Gears											
HV Transmission Conductors											
MF Substations											
MV Switching Stations											
MV Networks					2	2	2				
LV Networks					95	95	95				
Capital Spares											
Water Supply Infrastructure		9,736	9,736	9,736	300	300	300	8,150	8,630	9,104	
Dams and Weirs											
Reservoirs											
Pump Stations		9,736	9,736	9,736				8,180	8,630	9,104	
Water Treatment Works											
Earth Retention											
Distribution											
Distribution Points											
PRV Stations					300	300	300				
Capital Spares											
Sanitation Infrastructure		4,613	4,613	4,613	666	666	666	5,171	5,456	5,756	
Pump Station											
Retention		4,613	4,613	4,613	666	666	666	5,171	5,456	5,756	
Waste Water Treatment Works											
Outfall Sewers											
Toilet Facilities											
Capital Spares											
Solid Waste Infrastructure											
Landfill Sites											
Waste Transfer Stations											
Waste Processing Facilities											
Waste Drop-off Points											
Waste Separation Facilities											
Electricity Generation Facilities											
Capital Spares											
Rail Infrastructure											
Rail Lines											
Rail Structures											
Rail Furniture											
Drainage Collection											
Storm water Conveyance											
Attenuation											
MV Substations											
LV Networks											
Capital Spares											
Coastal Infrastructure											
Sand Pumps											
Flaps											
Revetments											
Promenades											
Capital Spares											
Information and Communication Infrastructure											
Data Centres											
Core Layers											
Distribution Layers											
Capital Spares											
Community Assets											
Community Facilities											
Halls											
Cafes											

Crèches									
Child-Care Centres									
Fire/ Ambulance Stations									
Test/Exam Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cinema/Concert Halls									
Parks									
Public Open Space									
Nature Reserves									
Public/Industrial Facilities									
Markets									
Streets									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities									
Indoor Facilities									
Cricket Facilities									
Capital Spares									
Heritage Assets									
Monuments									
Historic Buildings									
World of Art									
Conservation Areas									
Other Heritage									
Investment Properties									
Revenue Generating	535	1,176	1,173	220	220	220			
Improved Property	535	1,176	1,173	220	220	220			
Unimproved Property	535	1,176	1,173	220	220	220			
Non-revenue Generating									
Improved Property									
Unimproved Property									
Other Assets									
Operational Buildings	2,537	3,062	3,049	341	341	341	3,049	3,217	3,394
Municipal Offices	2,537	3,062	3,049	341	341	341	3,049	3,217	3,394
Penitentiary Points									
Building Plan Offices									
Workshops									
Prisons									
Stores									
Laboratories									
Training Centres									
Manufacturing Plants									
Depots									
Capital Spares									
Housing									
Staff Housing									
Special Housing									
Capital Spares									
Biological or Cultivated Assets									
Biological or Cultivated Assets									
Intangible Assets									
Patents	147	144	516				572	603	606
Licences and Rights									
Water Rights	147	144	516				572	603	606
Effluent Licences									
Solid Waste Licences									
Computer Software and Applications	147	144	516				572	603	606
Land Settlement Software Applications									
Unspecified									
Computer Equipment									
Computer Equipment	512	495	493	1,078	1,078	1,078	1,931	2,037	2,150
Furniture and Office Equipment									
Furniture and Office Equipment	509	478	490	1,318	1,318	1,318	2,27	556	586
Machinery and Equipment									
Machinery and Equipment	1,070	1,128	1,089	931	931	931	16	17	18
Transport Assets									
Transport Assets	2,060	2,014	2,246	229	229	229	1,563	2,074	2,188
Libraries									
Libraries	2,060	2,014	2,246	229	229	229	1,566	2,074	2,188

Libraries										
Zoo's, Marine and Non-biological Animals										
Zoo's, Marine and Non-biological Animals										
Total Depreciation	1	35,256	35,567	36,510	5,473	5,473	5,473	36,464	36,470	40,585

Refundable

1. Depreciation based on write down values, it not including Depreciation resulting from revision.

Check	(149)	(620)	(645)	(0)	(0)	5,468	36,460	2,905	2,116
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Choose name from list - Supporting Table SA34 Capital expenditure on the upgrading of existing assets by asset class

Table SA34a Capital expenditure on the upgrading of existing assets by asset class										
Description	Ref	2016/17	2017/18	2018/19	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcomes	Audited Outcomes	Audited Outcomes	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Capital expenditure on upgrading of existing assets by Asset Class/asset class										
Infrastructure										
Roads Infrastructure					6,037	17,758	82,042	1,000	1,055	1,113
Roads					5,029	12,658	57,622	1,000	1,055	1,113
Road Structure					5,029	12,658	57,622	1,000	1,055	1,113
Road Furniture					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Stormwater Infrastructure					-	-	-	-	-	-
Drainage Collection					-	-	-	-	-	-
Stormwater Conveyance					-	-	-	-	-	-
Attenuation					-	-	-	-	-	-
Electrical Infrastructure					1,800	1,100	4,419	-	-	-
Power Plants					-	-	-	-	-	-
HV Substations					-	-	-	-	-	-
HV Switching Station					-	-	-	-	-	-
HV Transmission Conductors					-	-	-	-	-	-
MV Substations					-	-	-	-	-	-
MV Switching Stations					-	-	-	-	-	-
MV Networks					1,000	1,100	4,419	-	-	-
LV Networks					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Water Supply Infrastructure					-	-	-	-	-	-
Dams and Weirs					-	-	-	-	-	-
Boreholes					-	-	-	-	-	-
Reservoirs					-	-	-	-	-	-
Pump Stations					-	-	-	-	-	-
Waste Treatment Works					-	-	-	-	-	-
Bulk Mains					-	-	-	-	-	-
Distribution					-	-	-	-	-	-
Distribution Points					-	-	-	-	-	-
PRV Stations					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Sanitation Infrastructure					-	-	-	-	-	-
Pump Stations					-	-	-	-	-	-
Retreatment					-	-	-	-	-	-
Waste Water Treatment Works					-	-	-	-	-	-
Outfall Stations					-	-	-	-	-	-
Toilet Facilities					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Solid Waste Infrastructure					-	-	-	-	-	-
Landfill Sites					-	-	-	-	-	-
Waste Transfer Stations					-	-	-	-	-	-
Waste Processing Facilities					-	-	-	-	-	-
Waste Drop-off Points					-	-	-	-	-	-
Waste Separation Facilities					-	-	-	-	-	-
Electricity Generation Facilities					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Rail Infrastructure					-	-	-	-	-	-
Rail Lines					-	-	-	-	-	-
Rail Structures					-	-	-	-	-	-
Rail Furniture					-	-	-	-	-	-
Drainage Collection					-	-	-	-	-	-
Stormwater Conveyance					-	-	-	-	-	-
Attenuation					-	-	-	-	-	-
MV Substations					-	-	-	-	-	-
LV Networks					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Coastal Infrastructure					-	-	-	-	-	-
Land Pumps					-	-	-	-	-	-
Piers					-	-	-	-	-	-
Revetments					-	-	-	-	-	-
Promenades					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Information and Communication Infrastructure					-	-	-	-	-	-
Data Centres					-	-	-	-	-	-
Core Layers					-	-	-	-	-	-
Distribution Layers					-	-	-	-	-	-
Capital Spares					-	-	-	-	-	-
Community Assets					4,300	4,300	6,960	-	-	-
Community Facilities										
Halls					-	-	-	-	-	-
Centres					-	-	-	-	-	-
Offices					-	-	-	-	-	-
Clinics/Care Centres					-	-	-	-	-	-
Fire/Maintenance Centres					-	-	-	-	-	-
Testing Stations					-	-	-	-	-	-
Museum					-	-	-	-	-	-

Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Spaces									
Nature Reserves									
Purification Facilities									
Markets									
Stairs									
Abseilers									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities									
Indoor Facilities				4,300	4,300	6,500			
Outdoor Facilities				4,300	4,300	6,500			
Capital Spares									
Heritage assets									
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties									
Revenue Generating									
Improved Property									
Unimproved Property									
Non-revenue Generating									
Improved Property									
Unimproved Property									
Other assets									
Operational Buildings							420	443	467
Municipal Offices							420	443	467
Prison/Quarantine Points							420	443	467
Building Plan Offices									
Workshops									
Yards									
Storage									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing									
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets									
Biological or Cultivated Assets									
Intangible Assets									
Services									
Licences and Rights									
Writer Rights									
Effluent Licences									
Sound Effects Licences									
Computer Software and Applications									
Load Settlement Software Applications									
Unspecified									
Computer Equipment									
Computer Equipment									
Furniture and Office Equipment									
Furniture and Office Equipment									
Machinery and Equipment									
Machinery and Equipment				1,400	2,200	400	422	445	
				1,400	2,200	400	422	445	
Transport Assets									
Transport Assets									
Libraries									
Libraries									
Zoo's, Marine and Non-biological Animals									
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on upgrading of existing assets	1			11,732	24,288	18,062	1,328	1,338	2,028
Upgrading of Existing Assets as % of total capex		2.8%	6.0%	0.0%	25.5%	27.1%	77.4%	2.0%	2.0%
Upgrading of Existing Assets as % of deprecn"		0.0%	0.0%	0.0%	214.4%	442.2%	1,092.7%	5.0%	5.0%
Differences									

1. Total Capital Expenditure on upgrading of existing assets (SA34e) plus Total Capital Expenditure on new assets (SA34e) plus Total Capital Expenditure on renewal of existing assets (SA34e) must reconcile to total capital ex

check balance 40,286,465 56,617,202 1,208,449 41,525,917 3,363,098 4,003,403

Choose name from list - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2018/19 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Present value
R thousand								
Capital expenditure	1							
Vote 1 - COUNCIL GENERAL		883	916	966				
Vote 2 - MUNICIPAL MANAGER		29	20	21				
Vote 3 - CORPORATE SERVICES		8 000	8 440	8 904				
Vote 4 - COMMUNITY PROTECTION SERVICES		6 882	6 955	7 337				
Vote 5 - COMMUNITY PROTECTION SERVICES		3 715	3 919	4 135				
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		21 428	22 490	23 727				
Vote 7 - INFRASTRUCTURAL DEVELOPMENT		230	243	256				
Vote 8 - ELECTRICITY SERVICES		-	-	-				
Vote 9 - WATER SERVICES		27 923	29 459	31 079				
Vote 10 - FINANCIAL MANAGEMENT		330	348	368				
Vote 11 - FINANCIAL MANAGEMENT		-	-	-				
Vote 12 - Ndlambe LM		-	-	-				
Vote 13 -		-	-	-				
Vote 14 -		-	-	-				
Vote 15 -		-	-	-				
List entity summary if applicable		-	-	-				
Total Capital Expenditure		69 420	72 789	76 793				
Future operational costs by vote	2							
Vote 1 - COUNCIL GENERAL								
Vote 2 - MUNICIPAL MANAGER								
Vote 3 - CORPORATE SERVICES								
Vote 4 - COMMUNITY PROTECTION SERVICES								
Vote 5 - COMMUNITY PROTECTION SERVICES								
Vote 6 - INFRASTRUCTURAL DEVELOPMENT								
Vote 7 - INFRASTRUCTURAL DEVELOPMENT								
Vote 8 - ELECTRICITY SERVICES								
Vote 9 - WATER SERVICES								
Vote 10 - FINANCIAL MANAGEMENT								
Vote 11 - FINANCIAL MANAGEMENT								
Vote 12 - Ndlambe LM								
Vote 13 -								
Vote 14 -								
Vote 15 -								
List entity summary if applicable								
Total future operational costs								
Future revenue by source	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Service charges - other								
Rental of facilities and equipment								
List other revenues sources if applicable								
List entity summary if applicable								
Total future revenue								
Net Financial Implications		69 420	72 789	76 793				
References								

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))

2. Summary of future operational costs from when projects operational (present value until the end of each asset's useful life) (MFMA s19(2)(b))

3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (present value until the end of asset's useful life)

Choose name from list - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Ref	Project number	IDP Goal code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	2018/19 Medium Term Revenue & Expenditure Framework Budget Year 2018/19	Budget Year +1 Budget Year +2 2019/20 2020/21	Project information Ward location New or renewal
R thousand			2	6	3	3	5						
Parsons municipality:													
List of capital projects grouped by Municipality													
1 - COUNCIL GENERAL													
Capital Non-Infrastructure New Furniture and equipment acquisition				No	Furniture and Office Equipment	Unspecified	n/a	116	-	-	116	122	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	15	-	-	15	-	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	52	-	-	52	55	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets Vehicle Acquisition				No	Transport Assets	Unspecified	n/a	700	-	-	700	738	Administrative or Heat New
2 - MUNICIPAL MANAGER													
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	10	-	-	10	-	Administrative or Heat New
Capital Non-Infrastructure New Furniture and Office Equipment Acquisition				No	Furniture and Office Equipment	Unspecified	n/a	8	-	-	9	9	Administrative or Heat New
Capital Non-Infrastructure New Office Building				No	Operational Buildings	Unspecified	n/a	10	-	-	10	11	Administrative or Heat New
3 - CORPORATE SERVICES													
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	8,000	-	-	8,000	8,430	Administrative or Heat New
4 - COMMUNITY PROTECTION SERVICES													
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	20	-	-	20	11	Administrative or Heat New
Capital Non-Infrastructure New Furniture and Office Equipment Acquisition				No	Furniture and Office Equipment	Unspecified	n/a	15	-	-	15	16	Administrative or Heat New
Capital Non-Infrastructure New Furniture and Office Equipment Acquisition				No	Furniture and Office Equipment	Unspecified	n/a	7	-	-	7	8	Administrative or Heat New
Capital Non-Infrastructure New Machinery and Equipment Acquisition - Ward 04				No	Machinery and Equipment	Unspecified	n/a	100	-	-	100	106	Administrative or Heat New
Capital Non-Infrastructure New Machinery and Equipment Acquisition - Ward 03				No	Machinery and Equipment	Unspecified	n/a	400	-	-	400	422	Administrative or Heat New
Capital Non-Infrastructure New Machinery and Equipment Acquisition - Ward 03				No	Machinery and Equipment	Unspecified	n/a	400	-	-	400	422	Administrative or Heat New
Capital Non-Infrastructure New Machinery and Equipment Acquisition - Ward 03				No	Machinery and Equipment	Unspecified	n/a	1,500	-	-	1,500	1,533	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets Traffic Calming				No	Transport Assets	Unspecified	n/a	420	-	-	420	443	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	280	-	-	280	307	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	1,075	-	-	1,075	1,131	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	33	-	-	33	35	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	400	-	-	400	422	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	5,000	-	-	5,000	5,275	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	400	-	-	400	422	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	440	-	-	440	461	Administrative or Heat New
Capital Non-Infrastructure New Transport Assets				No	Transport Assets	Unspecified	n/a	95	-	-	95	100	Administrative or Heat New
6 - INFRASTRUCTURAL DEVELOPMENT													
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	110	-	-	110	-	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	15	-	-	15	16	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	10	-	-	10	11	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	20	-	-	20	21	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	212	-	-	212	224	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	1,200	-	-	1,200	1,256	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	8	-	-	8	9	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	15,055	-	-	15,055	15,394	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	292	-	-	292	306	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	96	-	-	96	101	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	1,000	-	-	1,000	1,055	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	250	-	-	250	263	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	880	-	-	880	910	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	200	-	-	200	211	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	870	-	-	870	918	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	1,000	-	-	1,000	1,058	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	88	-	-	88	92	Administrative or Heat New
Capital Non-Infrastructure New Computer Equipment Acquisition				No	Computer Equipment	Unspecified	n/a	2,357	-	-	2,357	2,437	Administrative or Heat New
9 - WATER SERVICES													
Capital Non-Infrastructure New Machinery and Equipment Acquisition				No	Machinery and Equipment	Unspecified	n/a	22	-	-	22	23	Administrative or Heat New
Capital Non-Infrastructure New Machinery and Equipment Acquisition				No	Machinery and Equipment	Unspecified	n/a	2,437	-	-	2,437	2,535	Administrative or Heat New

10 - FINANCIAL MANAGEMENT

Capital Non-infrastructure, *etc.*: Computer, Equipment, Computer equipment, acquisition
Capital Non-infrastructure, *Excluding*: Personal Computer, Computer equipment, future use
Capital Non-infrastructure *new*: Computer, Equipment, Computer equipment
Capital Non-infrastructure *new*: *new*: Furniture and office furniture and equipment, acquisition
Capital Non-infrastructure *new*: *new*: Furniture and office furniture and equipment, acquisition
Capital Non-infrastructure *new*: Furniture and office furniture and equipment, acquisition
Capital Non-infrastructure *new*: Furniture and office furniture and equipment, acquisition
Capital Non-infrastructure *new*: Computer equipment, *new*: Computer equipment, *new*: Furniture and office furniture and equipment, acquisition

Parent Capital expenditure

Entities:

List all capital projects grouped by Entity

Entity A
Water project A

Entity B
Electricity project B

Entity Capital expenditure

Total Capital expenditure

References

- ### Must reconcile with Budgeted Capital Expenditure

- As per Table - A1

- A. 2. 4. 7 Table SA34

- ### Projects that fall abo-

- Correct to : 300 n.d. Provide a logical starting point on networked infrastructure.

- Distinguish project, approved in terms of MFMA section 1 (1)(b) and MRRR Reg

- ## C | Introduction

[illegible]

Chuck

Choose name from list - Supporting Table SA37 Projects delayed from previous financial years

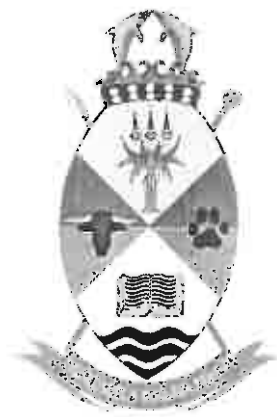
Municipal Voted/capital project: R allocated Prenet municipality: List all capital projects grouped by Municipal Voted	Ref. 1,2	Project name	Project number	Asset Class 3	Asset Sub-Class 3	GPS co-ordinates 4	Previous target year to complete Year	Current Year 2017/18 Original Budget	Full Year Forecast	2018/19 Medium Term Revenue & Expenditure Framework Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22
Entity: List all capital projects grouped by Municipal Entity Entity Name Project name				Examples	Examples							

- References:
1. List all projects with planned completion dates in current year that have been re-budgeted in the MTREF
 2. Other MTFA s30
 3. As per Table SA34
 4. Correct to seconds. Provide a logical starting point on networked infrastructure.

Choose name from list - Supporting Table SA38 Consolidated detailed operational projects

Municipal Vote/Operational project	Ref	Program/Project description	Project number	IDP Goal code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes Audited Outcome 2018/17	Current Year Full Year Forecast	2018/19 Medium Term Revenue & Expenditure Framework Budget Year 2018/19 Budget Year +1 Budget Year +2 2019/20 2020/21
R thousand	4			2	6			5				
Parent municipality:												
List all operational projects grouped by Municipality Vote												
1 - COUNCIL GENERAL												
Municipal Running Cost		Operational/Municipal Running Cost							1100740.0			11612208.0
Community Development Initiatives		Community Development Initiatives: Initiation Forum			No				20000.0			21100.0
Awareness Campaign		Awareness Campaign: CDWs Moral regeneration/Presidential bullhorns and drums/Lakenhold			No				177000.0			184734.0
Maintenance		Building: Maintenance of municipal offices/Computer chairs/Transport assets			No				8054.0			197002.0
Ward Initiative:		Ward Initiative: Councillors Initiatives to combat Wards challenges			No				201400.0			64351.0
Capacity Building		Capacity Building: Councillors Training of municipal councillors/staff			No				201400.0			212480.0
Protecting the Poor		Protecting the Poor: mayoral assistance							104100.0			1098283.0
2 - MUNICIPAL MANAGER												
agricultural		Assistance and Support: Agricultural assistance and support			No				100000.0			105500.0
AIDS/HIV, Tuberculosis and Cancer		Awareness and Information: World Aids Day/TB day/Prevention week			No				180000.0			717400.0
Capacity Building		Workshops Seminars and Subject Matter Training: Training of municipal staff on skills development			No				112312.0			174074.0
Community Development		Community Development Initiatives: Development of Local Artistic/youth/Women's festival/annual day/SMME as			No				814489.0			183949.0
Elections		Elections: Assistance on Elections			No				25900.0			1161037.0
Local Economic Development		Project Implementation: LED Clinic, Projects/Canadian delegation/Implementation plan			No				914489.0			1249157.0
Maintenance		Buildings: Maintenance of municipal offices/Computer equipment/office furniture/transport assets			No				34237.0			1017755.0
Municipal Running Cost		Operational/Municipal Running Cost			No				546004.0			574075.0
Music Arts and Culture		Festivals: Ndabembe Music festival			No				204620.0			216222.0
Sport Development		Sport Development and Workshops (Internal): Sport Easta's Tournament/MMA-yoga cup			No				1525178.0			2035513.0
Tourism Development		Tourism Development: Tourism Development			No				64500.0			21475888.0
3 - CORPORATE SERVICES												
Capacity Building		Workshops Seminars and Subject Matter Training: Training of municipal staff on skills development			No				115000.0			717400.0
Communication and Public Participation		Awareness Campaign: Environmental Health Awareness - Campaigns			No				121533.0			127997.0
Community Development		Library Programme: Youth Empowerment Programme/spelling bee/career day			No				71500.0			754333.0
Human Resource Management		Human Resource Management: Employment equity plan/Job evaluation/knowledge			No				272427.0			2871734.0
Performance Management		Operational Health and Safety: Medical checkups/Sanitations			No				104541.0			110957.0
Staff Rehabilitation		Performance Management: SIC / MIS-CRM Modules			No				377124.0			714736.0
Tourism Development		Staff Rehabilitation: Staff Rehabilitation			No				280724.0			1367188.0
Transportation		Road Management: Local roads/Rainwater			No				86396.0			70246.0
Maintenance		Operational/Municipal Running Cost			No				7465.0			67898.0
Buildings: Maintenance of Building and Facilities		Buildings: Maintenance of Building and Facilities			No				10220.0			61211.0
Capacity Building		Workshops Seminars and Subject Matter Training: Training of municipal staff on skills development			No				167819.0			213851.0
City Cleanliness and Clean-up		Clean-up: Adonise New year's clean up campaign			No				1555924.0			2351057.0
Communication and Public Participation		Awareness Campaign: Education and Awareness			No				1777938.0			1875883.0
Drinking Water Quality		Drinking Water Quality: Laboratory services (water)			No				67649.0			71870.0
Environmental		Dune Stabilisation: Conchilliant - Dune Stabilisation/vegetation/animal control/health environmental zoning			No				24121819.0			25449520.0
Functions and Events		Special Events and Functions: Memorial San Luis and Uniting			No				13500.0			13643.0
Maintenance		Buildings: Maintenance of Office Buildings-furniture/transport assets/Plant and equipment			No				12000.0			14792.0
Municipal Running Cost		Operational/Municipal Running Cost			No				2589951.0			139238.0
Parks Programme		Parks Programme			No				7500.0			7879.0
Public Protection and Safety		Public Protection and Safety: Public Security in Ndabembe Area			No				311158.0			3841421.0
Tourism Development		Tourism Development: Blue Flag International Standard Maintenance For Tourist Attraction			No				1927944.0			1916769.0
4 - COMMUNITY PROTECTION SERVICES												
Capacity Building		Workshops Seminars and Subject Matter Training: Training of municipal staff on skills development			No				10186316.0			10751113.0
Communication and Public Participation		Housing Projects: Management of informal settlements (encroachments)			No				1765372.0			18609760.0
Drinking Water Quality		Drinking Water Quality: Water Services Authority			No				2541162.0			282877.0
Environmental		Human Resource Management: Registration and sub-copies for professional and regulatory bodies			No				1386518.0			147347.0
Functions and Events		Building: Maintenance of Building and Facilities/office equipment/office furniture/transport assets			No				1531750.0			2650896.0
Maintenance		Municipal Properties: Administration and management of municipal investment properties			No				100000.0			113302.0
Municipal Running Cost		Operational/Municipal Running Cost			No				35000.0			31025.0
Public Protection and Safety		Public Protection and Safety: Public Security in Ndabembe Area			No				8065804.0			79956.0
Tourism Development		Tourism Development: Blue Flag International Standard Maintenance For Tourist Attraction			No				370500.0			499870.0
Capacity Building		Workshops Seminars and Subject Matter Training: Training of municipal staff on skills development			No				770328.0			618771.0
Community Development		Housing Projects: Management of informal settlements (encroachments)			No				8440975.0			83605096.0
Drinking Water Quality		Drinking Water Quality: Water Services Authority			No				1531750.0			2650896.0
Human Resource Management		Building: Maintenance of Building and Facilities/office equipment/office furniture/transport assets			No				100000.0			113302.0
Maintenance		Municipal Properties: Administration and management of municipal investment properties			No				35000.0			31025.0
Municipal Running Cost		Operational/Municipal Running Cost			No				8065804.0			79956.0

[illegible]



NDLAMBE MUNICIPALITY

POLICY ON THE WRITE OFF OF IRRECOVERABLE DEBT

2018/2019

(1) WHEN DEBT IS IRRECOVERABLE

(1) Debt is regarded as irrecoverable if:

- (a)** All reasonable notifications and cost effective measures to recover a specific outstanding amount have been exhausted; and/or
- (b)** If the amount to be recovered is too small to warrant further endeavours to collect it; and/or
- (c)** The cost to recover the debt does not warrant further action; and/or
- (d)** The amount outstanding is the residue after payment of a dividend in the rand from an insolvent estate; and/or
- (e)** A deceased estate has no liquid (cash) assets to cover the outstanding amount; and/or
- (f)** It has been proven that the debt has prescribed; and/or
- (g)** The debtor is untraceable or cannot be identified so as to proceed with further action; and/or
- (h)** It is impossible to prove the debt outstanding; and/or
- (i)** Recovery of the debt would cause undue hardship to the debtor and/or his/her dependents; and/or
- (j)** It would be to the advantage of the Council to affect a settlement of its claim or to waive its claim; and/or
- (k)** The outstanding amount is due to an administrative error

(2) AUTHORISATION

(1) RATES

- (a)** Rates are deemed to be recoverable in all instances.

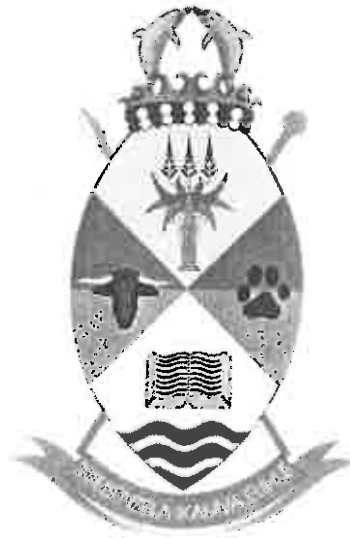
- (b) All requests to write off debt in respect of rates must be presented as individual items by the Chief Financial Officer to Council.
- (c) Rates items must fully contain –
 - (i) details of the property;
 - (ii) details of the outstanding amount;
 - (iii) details of the steps taken to recover the debt from previous and current owners; and
 - (iv) the reasons for the proposed write-off.
 - (v) details of all costs incurred to recover the debt

(2) OTHER DEBT

- (a) Schedules must be compiled and submitted to the Council for consideration with a view to writing off debt as irrecoverable.
- (b) The schedules contemplated in subparagraph 2(b) must indicate the –
 - (i) debtor's account number;
 - (ii) debtor's name;
 - (iii) physical address in respect of which the debt was raised;
 - (iv) address;
 - (v) erf number, if applicable,
 - (vi) amount per account category;
 - (vii) steps taken to recover the debt; and
 - (viii) reason to write off the amount.
- (c) Notwithstanding the above, Council or its authorised officials will be under no obligation to write off any particular debt and will always have the sole discretion to do so.

3 POLICY ADOPTION

This policy has been revised considered and approved by the Council of Ndlambe Municipality on 15 June 2016



NDLAMBE MUNICIPALITY

ENTERTAINMENT POLICY

2018/2019

Contents

1. Purpose 1

2. Scope 2

3. Definitions 3

4. Principles 4

5. Policy Provisions 5

6. Procedures 6

7. Delegations 7

1. Purpose

1.1 The purpose of this policy is to provide guidelines for Councillors and Officials when incurring expenses for entertainment, meetings, office teas and meals in the course of performing official functions. It serves to ensure that work related entertainment, meetings, office teas and meals occurs in a controlled environment and in the best interest of the Municipality. It further strives to improve internal control and accountability regarding these expenditures.

2. Scope

2.1 This policy applies to –

2.1.1 The Mayor

2.1.2 The Speaker

2.1.3 Executive Committee Members

2.1.4 The Municipal Manager

2.1.5 Directors (Section 57 Employee/Head of Department)

2.1.6 Any other official who has the delegated authority to authorize and arranged expenditure of this nature for the Municipality.

3. Definitions

3.1 The following definitions apply in respect of terms used in this policy –

3.1.1 **“Entertainment Expenses”** Costs incurred in networking and socialization associated directly with the business, purpose and mandate of the Ndlambe Municipality. Such expenses are required to be supported by documentary evidence to qualify.

3.1.2 **“Associated”** Having worked with or had a special relation with. For example, two partner Municipalities are associated with one another because of the business they conduct together.

3.1.3 **“Qualifying Official/Employee”** refers to those employees or Councillors referred to in the “Scope” section of this policy.

4. Principles

4.1 Funding for entertainment and office teas and meals forms part of the Municipality's operational expenses and must be provided for in the annual budget of the Municipality. Under no circumstances may expenses be incurred unless sufficient funding is available under the respective line item / vote number.

4.2 Amendments to the budget of the entertainment line item may only be done with the approval of the Municipal Manager.

4.3 Expense regarding to office teas and meals are mainly for the use of:

- ☐ The Mayor
- ☐ The Speaker
- ☐ Executive Committee Members
- ☐ The Municipal Manager
- ☐ Directors (Section 57 Employee/Head of Department)
- ☐ Visitors/ Guest of the abovementioned

It is expected that other officials will buy their own tea, coffee and meals, unless approved by the above Officials

4.4 Any expenses incurred for entertainment must be for official purposes only and should be in the interest of the Municipality at all times.

4.5 Under no circumstances may any private expenditure be incurred at any stage, even if there is an intention to repay such amount.

4.6 Entertainment, lunch, supper and or breakfast for oneself, friends and family are deemed to be private expenditure.

4.7 Entertainment expenses are subject to annual auditing. In this regard all claims for expenditure must at all times be accompanied by a receipt stating the goods/or services delivered as well as full details in respect of the occasion and attendees. Failure to do so will result in the expenditure to be regarded as unauthorised expenditure and the individual being held responsible in person for the amount of such expenditure, to the effect that such expenditures will not be processed for payment by the finance section

4.8 The usage of budgets/ funding for alcoholic beverages will only be allowed under the entertainment line items and must be applied with due diligence. This further implies that excessive spending (R100 or more per person per occasion) in this regard may be investigated and personal liability may be determined by the accounting officer.

4.9 Entertainment allowances do not form part of any individual Councillor or official's remuneration package. The budget is intended for use within a particular department or political portfolio and will be controlled by the Municipal Manager

5. Policy Provisions

5.1 The Municipality will, on an annual basis, identify positions that qualify for entertainment and office teas and meals budget.

5.2 Entertainment budget will be provided only in respect of those positions where incumbents are expected to entertain visitors and/clients of the municipality.

5.3 Beneficiaries of entertainment and office teas and meals must provide a reconciliation of expenditure to account for utilisation of funds on a monthly basis to the finance department.

5.4 Budgeted entertainment and office teas and meals budgets should be used with due discretion.

5.5 Budgeted amount for entertainment and office teas and meals will vary depending on the level of the position and the perceived level of entertainment and office teas and meals expected of the incumbent.

5.6 Amounts payable will be reviewed on an annual basis in line with the budget process.

5.7 The Municipal Manager may suspend payment of an entertainment and office teas and meals budget where there is evidence of abuse.

6. Procedures

6.1. Determination of Budgeted Amount

6.1.1. Budgeted amounts are to be determined on individual basis / activities as well as provision for corporate purposes.

6.1.2. Budgeted amounts are to be determined at the beginning of each financial year in the Budget process and may **not be exceeded at all**.

6.1.3. The Chief Financial Officer in consultation with the relevant Director will make recommendations to the Municipal Manager each year on what the individual entertainment and office and teas meals budgeted amount should be.

6.1.4. The Municipal Manager will then obtain approval from Council before the beginning of each financial year on the proposed entertainment and office teas and meals budgeted amount for the new financial year through the budget process

6.1.5 Pre- authorisation of any entertainment expenditure is to be done by the Municipal Manager prior to any expenditure been incurred.

6.2. Procedures For Claims

6.3.1. Expenditure paid for by members mentioned in the scope above

a) Expenditure incurred can be claimed back upon submission of the required documentation. Such documentation must at least include the receipt specifying the goods and/or services rendered as well as particulars in respect of the occasion and attendees. The method of reimbursement is by requisition/order and will be left to the sole discretion of the Chief Finance Officer.

b) The Municipal Manager must approve all expenditure claims before reimbursement can be effected.

c) Before any expenditure claims are reimbursed the Chief Finance Officer must ensure that the necessary funds are available from the specified vote number. It is the responsibility of the Municipal Manager and Heads of Department alike to ascertain the ***availability of funds before committing to any expenditure.***

6.3. Management Reporting

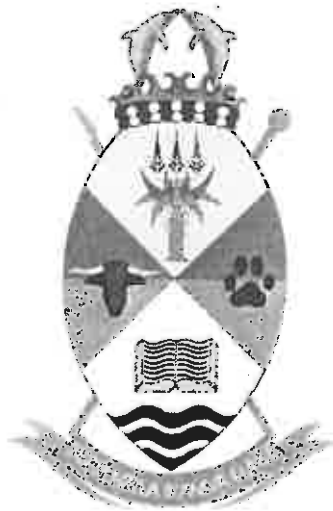
6.3.1 Management information concerning the status of all official municipality entertainment and office teas and meals use of entertainment and office teas and meals budgets and expenses shall be made available on a monthly basis on the report of the Director of Finance to the Executive Committee.

7. Delegations

7.1 This policy is to be applied in accordance with the Municipality's policy and procedures on delegated powers.

7.2 The delegations refer to those between the Municipal Council and the Municipal Manager, and between the Municipal Manager and other responsible Officials.

7.3 All delegations are to be recorded in writing



NDLAMBE MUNICIPALITY

LOANS POLICY

2018/2019

NDLAMBE MUNICIPALITY LOANS POLICY

(1) PURPOSE OF POLICY

- (a)** The purpose of this policy is to determine the conditions applying to the raising of both short and long term loans by the municipality.
- (b)** In applying this policy, the municipality must take cognizance of and adhere to the provisions of Section 230A of the Constitution which provides that a Council may, in accordance with national legislation –
 - (i)** raise loans for capital or current expenditure for the municipality, but loans for current expenditure may be raised only when necessary for bridging purposes during a fiscal year; and
 - (ii)** bind itself and a future Council in the exercise of its legislative and executive authority to secure loans or investments for the municipality.

(2) DEFINITIONS

In this policy –

“Act” means the Local Government: Municipal Finance Management, 2003 (Act No. 56 of 2003);

“accounting officer” means the Municipal Manager acting in the capacity of accounting officer of the municipality;

“allocation”, means –

- (a)** the municipality's share of the local government's equitable share referred to in section 214 (1) (a) of the Constitution;
- (b)** an allocation of money to the municipality in terms of section 214 (1) (c) of the Constitution;
- (c)** an allocation of money to the municipality in terms of a provincial budget; or

- (d) an allocation of money to the municipality by an organ of state, including another Municipality, otherwise than in compliance with a commercial or other business transaction;

“basic municipal services” means a municipal service that is necessary to ensure an acceptable and reasonable quality of life and, if not provided, would endanger public health or safety or the environment;

“Council” means the Council of the Ndlambe Municipality referred to in section 18 of the Municipal Structures Act, 1998 (Act No. 117 of 1998),

“financing agreement” includes any loan agreement, lease, instalment purchase contract or hire purchase arrangement under which a municipality undertakes to repay a long-term debt over a period of time;

“financing costs” include:

- (a) capitalised interest for a reasonable initial period;
- (b) costs associated with security arrangements in accordance with paragraph 8 of this policy;
- (c) discounts and fees in connection with the relevant financing;
- (d) fees for legal, financial advisory, trustee, credit rating and other services directly connected to the financing; and
- (e) costs connected to the sale or placement of debt, and costs for printing and publication directly connected to the financing;
- (f) costs of professional services directly related to the capital expenditure funded in terms of this policy; and
- (g) such other costs as may be prescribed.

“lender” means a person who provides debt finance to the municipality;

“long-term debt” means debt repayable over a period exceeding one year;

“prescribed” means prescribed by or in terms of the Act;

“Mayor” means the Mayor of the Ndlambe Municipality as defined in the Act;

“municipal debt instrument” means any note, bond, debenture or other evidence of indebtedness issued by the municipality, including dematerialised or electronic evidence of indebtedness intended to be used in trade;

“security” means any mechanism intended to secure the interest of a lender or investor and includes any of the mechanisms referred to in this policy;

“short-term debt” means debt repayable over a period not exceeding one year.

(3) SHORT-TERM DEBT

- (a)** The municipality may incur short-term debt only when necessary to bridge –
 - (i)** shortfalls within a financial year during which the debt is incurred, in expectation of specific and realistic anticipated income to be received within that financial year; or
 - (ii)** capital needs within a financial year, to be repaid from specific funds to be received from enforceable allocations or long-term debt commitments.
- (b)** The municipality may incur short-term debt only if –
 - (i)** a resolution of the council, signed by the Mayor, has approved the debt agreement; and
 - (ii)** the accounting officer has signed the agreement or other document which creates or acknowledges the relevant debt.
- (c)** The Council may –
 - (i)** approve a short term debt transaction individually; or
 - (ii)** approve an agreement with a lender for a short term credit facility to be accessed as and when required, including a line of credit or bank overdraft facility.
- (d)** A resolution approving the terms of an agreement contemplated in subparagraph (c) must specify the credit limit.
- (e)** A resolution must be passed by the Council whenever the agreement contemplated in subparagraph (c) is changed.

- (f) If the Council approves a credit facility that is limited to emergency use, the accounting officer must notify it in writing as soon as practical of the amount, duration and cost of any debt incurred in terms of such a credit facility as well as options for repaying such debt.
- (g) The municipality –
 - (i) must pay off short-term debt within the financial year in which it is incurred; and
 - (ii) may not renew or refinance short-term debt where such renewal or refinancing will have the effect of extending the short term debt into a new financial year.

(5) RESPONSIBILITIES OF LENDER

- (a) Subject to subparagraph (c), no lender may wilfully extend credit to the municipality for the purpose of renewing or refinancing short-term debt that must be paid off in the financial year in which it is incurred.
- (b) If a lender wilfully extends credit to a municipality in contravention of subparagraph (a), the municipality is not bound to repay the loan or interest on the loan.
- (c) Subparagraph (b) does not apply if the lender –
 - (i) relied in good faith on written representations of the municipality as to the purpose of the borrowing; and
 - (ii) did not know and had no reason to believe that the borrowing was for the purpose of renewing or refinancing short-term debt.

(6) LONG-TERM DEBT

-
- (a) Subject to subparagraph (b), the municipality may incur long-term debt only for the purpose of –
- (i) capital expenditure on property, plant or equipment to be used for the purpose of achieving the objects of local government as set out in section 152 of the Constitution; or
 - (ii) re-financing existing long-term debt.
- (b) The long-term debt contemplated in subparagraph (a) may be incurred only if –
- (i) such existing long-term debt was lawfully incurred;
 - (ii) the re-financing does not extend the term of the debt beyond the useful life of the property, plant or equipment for which the money was originally borrowed;
 - (iii) the net present value of projected future payments (including principal and interest payments) after re-financing is less than the net present value of projected future payments before re-financing;
 - (iv) the discount rate used in projecting the net present value referred to in subparagraph (c) and any assumptions in connection with the calculations, are reasonable and in accordance with criteria set out in any prescribed framework.
 - (v) the Council has, by resolution, approved the debt arrangement and the resolution has been signed by the Mayor;
 - (vi) the accounting officer has signed the agreement or other document that creates or acknowledges the debt;
 - (vii) the proposed long-term debt is consistent with its capital budget; and

- (viii) the accounting officer has complied with the requirements contemplated in section 21A of the Municipal Systems Act, 2000.
- (c) The long-term debt contemplated in subparagraph (a) may be incurred only if the accounting officer, in accordance with the provisions of section 21A of the Municipal Systems Act, 2000, has –
 - (i) at least 21 days prior to the meeting of the Council at which approval for the debt is to be considered, made public an information statement setting out particulars of the proposed debt, including the amount of the proposed debt, the purposes for which the debt is to be incurred and particulars of any security to be provided;
 - (ii) invited the public to submit written comments or representations to the Council in respect of the proposed debt;
 - (iii) has submitted a copy of the information statement referred to in subparagraph (c) (i) to the Council at least 21 days prior to the meeting at which the resolution referred to in this subparagraph is to be adopted, together with particulars of –
 - (aa) the essential repayment terms, including the anticipated debt repayment schedule; and
 - (bb) the anticipated total cost in connection with such debt over the repayment period.

(7) CONDITIONS APPLYING TO BOTH SHORT AND LONG-TERM DEBT

The municipality may incur debt only if –

- (a) the debt is denominated in Rand and is not indexed to, or affected by fluctuations in the value the Rand against any foreign currency; and

-
- (b) paragraph 8 of this policy has been complied with if security is to be provided by the municipality.

(8) SECURITY

- (a) The municipality may, by resolution of the Council subject to subparagraphs (c), (d) and (e), provide security –
- (i) in respect of any of its debt obligations;
 - (ii) in respect of its contractual obligations undertaken in connection with capital expenditure by other persons on property, plant or equipment to be used by the municipality or such other person for the purpose of achieving the objects of local government in terms of section 152 of the Constitution; or
 - (iii) in the form of a lien, pledge, mortgage, cession or any other hypothecate of an asset or right or by giving any other form of collateral;
- (b) The municipality may, in respect of security provided as contemplated in subparagraph (a) –
- (i) undertake to effect payment directly from money or sources that may become available and authorise the lender or investor direct access to such sources to ensure payment of the secured debt or the performance of the secured obligations, provided that this form of security may not detract from the municipality's obligations with regard to its primary bank account;
 - (ii) undertake to deposit funds with the lender, investor or third party as security;

- (iii) agree to specific payment mechanisms or procedures to ensure exclusive or dedicated payment to lenders or investors, including revenue intercepts, payments into dedicated accounts or other payment mechanisms or procedures;
- (iv) cede as security any category of revenue or rights to future revenue;
- (viii) undertake to have disputes resolved through mediation, arbitration or other dispute-resolution mechanisms;
- (ix) undertake to retain revenues or specific municipal tariffs or other charges, fees or funds at a particular level or at a level sufficient to meet its financial obligations;
- (x) undertake to make provision in its budgets for the payment of its financial obligations, including capital and interest;
- (xi) agree to restrictions on debt that the municipality may incur in future until the secured debt is settled or the secured obligations are met; and
- (x) agree to such other arrangements as the municipality may consider necessary and prudent.

(c) The Council resolution authorising the provision of security –

- (i) must determine whether the asset or right with respect to which the security is provided is necessary for providing the minimum level of basic municipal services; and
- (ii) must indicate the manner in which the availability of the asset or right for the provision of the minimum level of basic municipal services contemplated in subparagraph (i) will be protected.

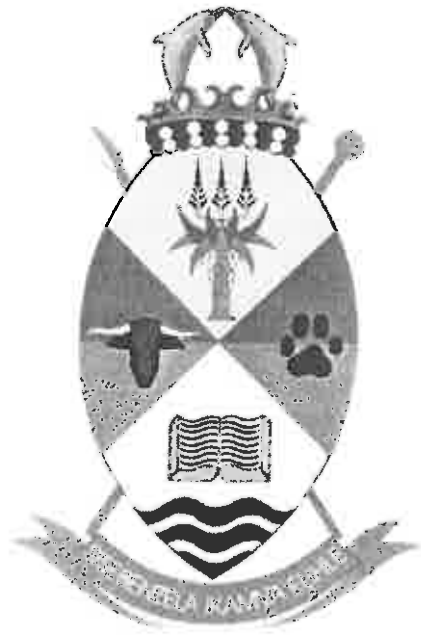
- (d) If the Council by resolution has determined that the asset or right is necessary for providing the minimum level of basic municipal services, neither the party to whom the municipal security is provided, nor any successor or assignee of such party may, in the event of a default by the municipality, deal with the asset or right in a manner that would preclude or impede the continuation of that minimum level of basic municipal services.
- (e) A determination in terms of subparagraph (c) that an asset or right is not necessary for providing the minimum level of basic municipal services is binding on the municipality until the secured debt has been paid in full or the secured obligations have been performed in full, as the case may be.

(9) DISCLOSURE

- (a) An official borrowing money on behalf of a municipality must, when interacting with a prospective lender or when preparing documentation for consideration by a prospective investor –
 - (i) disclose all known information that may be material to the decision of that prospective lender or investor; and
 - (ii) take reasonable care to ensure the accuracy of any information disclosed.
- (b) A lender or investor may rely on written representations of the municipality signed by the accounting officer, if the lender or investor did not know and had no reason to believe that those representations were false or misleading.

(10) MUNICIPAL GUARANTEES

The municipality may not issue any guarantee for any commitment or debt of any organ of state or person except if the guarantee concerned is within the limits specified in its approved budget.



NDLAMBE MUNICIPALITY

FUNDING AND RESERVE POLICY

2018/2019

Funding and Reserve policy

1. Application and Scope

The Funding and Reserves Policy is applicable to the Ndlambe Municipality.

2. Objectives of Policy

To ensure the operating and capital budgets of council are appropriately funded.
To ensure that provisions and reserves are maintained at the required levels to avoid future year unfunded liabilities.

3. Introduction

The funding of the operating and capital budgets is done on an annual basis for a three year horizon. The budget must be balanced both from an accounting perspective as well as a cash perspective.

The impact of movements in the Statement of Financial Position is taken into account when considering the balancing of the budget.

4. Funding of Capital and operational Budget

The budget may be financed only from:

- i. realistically expected revenues, based on current and previous collection levels;
- ii. cash-backed funds available from previous surpluses where such funds are not required for other purposes; and borrowed funds in respect of the capital budget only.

5. Provision for revenue that will not be collected

The municipality makes provision in the operational expenditure budget for revenue that will not be collected in the budget year.

This provision that will be made must be based on past trends and payment rates, subject to the availability of prior surpluses to make such provisions.

6. The funds the municipality can expect to receive from investment.

The municipality makes provision in the operational revenue budget for revenue that will be realized on investment.

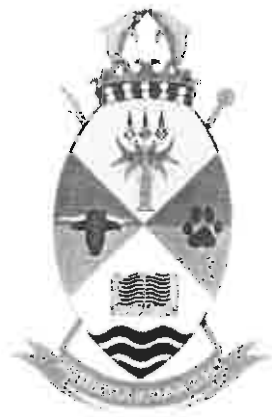
The interest received on investment will be budgeted for in the revenue budget. This forecast will be based on projected interest rates and projected investments for the period.

7. Surplus from transfer or disposal of assets

The surplus from transfer or disposal of assets will be budgeted in the operational revenue budget.

8. Capital Replacement Reserve (CRR)

- a. Council shall establish a CRR for the purpose of financing capital projects
- b. And the acquisition of assets. Such reserve shall be established from the following sources of revenue:
 - i. Unappropriated cash-backed surpluses to the extent that such surpluses are not required for operational purposes;
 - ii. Interest on the investments of the CRR, appropriated in terms of the investments policy;
 - iii. VAT refunds from SARS on conditional grants.
 - iv. Proceeds from **sale of assets**.
 - v. Proceeds from insurance claims.
- c. Additional amounts appropriated as contributions in each annual or adjustments budget;



NDLAMBE MUNICIPALITY

DRAFT

2018/2019

FUEL POLICY

PART 1

PREAMBLE

- ✚ Whereas the municipality wish to control the usage of fuel by Mayor of the Ndlambe Municipality.
- ✚ Whereas to provide guidelines, norms and standards on the implementation of the fuel policy by Mayor.
- ✚ Whereas Municipal systems Act obliges the Municipality to establish a sound management policy on protecting assets and unnecessary expenditure.
- ✚ Therefore, the Ndlambe Municipality hereby adopts this policy to give effect to the implementation of the Policy.

PART 2

DEFINITIONS

In this policy unless the context indicates otherwise-

- ✚ Employee means a permanent official employed by Ndlambe Municipality.
- ✚ Council means a Municipal council referred to in section 157 of the constitution.
- ✚ Councillor means a member of a municipal council.
- ✚ Mayor means a councillor appointed by municipal council as a full time Mayor

PART 3

OBJECTIVES OF THE POLICY

The objective of the fuel Policy is aimed at regulating the use of fuel, repairs and maintenance card of the Ndlambe Municipality. The policy will provide guidelines, standards and norms used on the implementation of fuel by Mayor, fleet Manager and delegated official from the municipality.

PART 4

POLICY APPLICATION

The policy applies to council Mayor and delegated employee who drive or utilizes the above resources of the Ndlambe Municipality. Any employee who feels aggrieved by the application of the policy may submit his/her grievance in terms of the grievance procedure (SALGBC) as well as the Labour Relations Act, 108 of 1995.

PART 5

BASIC POLICY REQUIREMENTS

Council shall provide fuel card and or any maintenance facility to the Mayor to enable him to perform official duties subject to the following principles:

- ✚ Odometer reading must be entered on the payment receipt.
- ✚ Amount used must appear on the receipt.
- ✚ Registration numbers of the vehicle using card must appear on the payment receipt.
- ✚ Both signatures of driver and fuel attendant must also appear.
- ✚ Odometer reading appearing on the fuel receipt must correspond with the distance travelled.
- ✚ All receipts and monthly logbook copies must be submitted to Assistant Director – Expenditure on or before the 25th of every month for reconciliation purposes.

✚ The cost of all receipts that are lost and re-requested will be recovered from the holder

PART 6

POLICY CORE VALUES

- ✚ Quality services
- ✚ Punctuality
- ✚ Honesty
- ✚ Diligent
- ✚ Accountability
- ✚ Transparency

To be observed at all times.

PART 7

DUTIES OF ASSISTANT DIRECTOR - EXPENDITURE

Assistant Director – Expenditure must control fuel card and keep proper register. He/she must from time to time check fuel vouchers to verify entries and other relevant information for proper usage of card.

PART 8

LOSS or THEFT

It is always common that council property must be safe at all times. Lost or stolen cards must be reported within reasonable times but not exceeding 12 hours to Assistant Director - Expenditure and to the Bank. The costs will be deducted from the cardholder's salary as mentioned in the contract with First National Bank on par 10.2.

Any suspicious transactions must be investigated with immediate effect. And where possible be reported to the nearest police station.

PART 9

REPAIRS AND REPLACEMENT OF TYRES INCLUDING SPARE PARTS

Assistant Director - Expenditure must liaise with the workshop manager to ensure that the required repair and replacement are carried out in time. If the vehicle is stationed where there is no garage of the manufacturer, vehicle may be repaired by the local agent for that particular make or a competent workshop. Under no circumstances may unqualified people be allowed to work on official vehicles

PART 10

BENEFICIARY POLICY TARGET

Council delegates as outlined in part 4 above.

PART 11

POLICY IMPLEMENTATION AUTHORITY

Finance Department and the Mayor's office through Fleet Division.

PART 12

POLICY ADVISORY AUTHORITY

- ✚ Constitution of the Republic of South Africa, Act 108 of 1996 ✚ Local Government: Municipal systems Act 32 of 2000 ✚ Municipal Finance Management Act 56 of 2003 ✚ Municipal Property Rate Act 06 of 2004

PART 13

POLICY AUTHORISATION AUTHORITY

- ✚ The Executive Committee of Council will remain the principal source of authority.

PART 14

POLICY MONITORING AUTHORITY

- ✚ The Portfolio Committee on Finance
- ✚ Internal Audit Unit
- ✚ Audit and Performance Committee
- ✚ Municipal Public Accounts Committee

PART 15

POLICY COMMENCEMENT

The policy takes effect on the date determined by the Mayor by official notice published and displayed on the municipality's public notice boards.

PART 16

POLICY AMENDMENT

- ✚ The majority members of the Council may only amend the policy.

PART 17

SHORT TITLE

The policy is called "Ndlambe fuel Policy".

PART 18

CODE OF CONDUCT

- ✚ All councillors shall abide by schedule 1 of the Local Government: Municipal System Act no 32 of 2000.
- ✚ All council employees shall abide by schedule 2 of the Local Government: Municipal System Act no 32 of 2000.

PART 19

LIABILITY

Failure to adhere to the policy requirements provisions of SALGBC code of conduct will apply. And were amount is lost, responsible person to deduct such amount from salary.

PART 20

INTERPRETATION

In the event of any inconsistency between this policy and any other Government related legislation, such legislations prevail.

PART 21

TRANSITIONAL ARRANGEMENTS

- ✚ Anything which has been done in terms of any other policy prior to this one, and which may be done in terms of this policy, must be regarded as having been done in terms of this policy.

This policy was signed by -----in his capacity as the Municipal Manager of Ndlambe Municipality on the-----and the policy takes effect as from -----

Signature

This policy was signed by -----in his capacity as the Mayor of Ndlambe Municipality on the-----and the policy takes effect as from -----

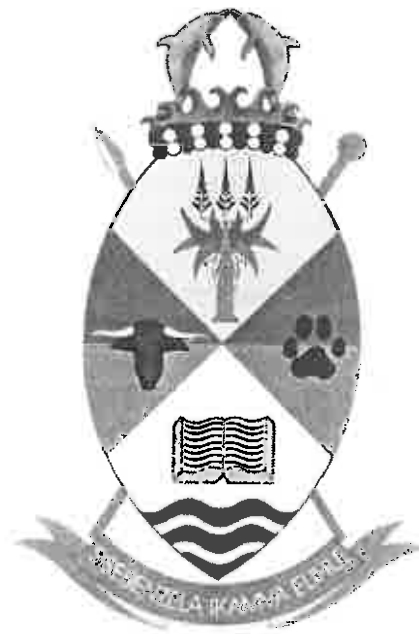
PART 22

CONDITION ACCEPTENCE BY THE CARD USER

I, Councillor P Faxi (The Mayor), hereby accept the requirements and condition of the use of the Ndlambe Municipality's fuel card stipulated in this policy.

Date:

Signature:



NDLAMBE MUNICIPALITY

IMPREST PETTY CASH POLICY

2018/2019

NDLAMBE MUNICIPALITY

IMPREST PETTY CASH POLICY

Purpose of Policy

Where the need may arise in a department/division to have cash available for payments of a minor and recurring nature and it is impracticable to obtain cheque payments for every expense, such payments (excluding remuneration for services rendered) may be handled by means of petty cash facilities.

Formal application for petty cash facilities must be made to the Municipal Manager who is ultimately accountable for the management of a petty cash float.

The Municipal Manager may delegate control and management of the petty cash float to Chief Financial Officer in which event reference to the Municipal Manager in this policy shall be construed as reference to the Chief Financial Officer.

At the discretion of the Municipal Manager, departments or divisions of the Municipality may be provided with their own petty cash floats or to a designated petty cash officer who may be appointed for the entire municipality.

In the event of the Municipal Manager designating a petty cash officer for the entire Municipality, such officer shall be a staff member of the Treasury Department of the Municipality and be independent of all other cash functions such as cashiering.

In the event of a Department or Division being authorised to keep a petty cash float, the Head of Department or Division concerned shall designate a staff member as a Departmental or Divisional Petty Cash Officer.

The administration of petty cash facilities is regulated by the following fixed procedures.

Maximum Petty Cash Float

The Council shall by resolution determine the maximum amount which may be withdrawn from the banking account of the Council for purposes of the central petty cash float or departmental/divisional cash floats.

Procedures for the handling of Petty Cash

- [a] The application for a petty cash facility or for increase of the operational amount of an existing petty cash float, must be made in writing to the Municipal Manager.

- [b] The application must state reasons for the need of a petty cash float and the amount required for its operation, as well as the cost centre from which funds are to be applied for the petty cash. The amount should be sufficient to cover expenses for approximately one month.
- [c] The responsibility for operating petty cash and the safe keeping of petty cash funds in a Department or Division must be assigned to the designated Petty Cash Officer only and the head of the department/division shall be co-responsible for petty cash management in such Department or Division.
- [d] The keeping of a formal petty cash register is compulsory .
- [e] Payments to establish a petty cash float may only be by way of manual cheque made payable to the designated Petty Cash Officer and upon submission of a requisition signed by such Petty Cash Officer and countersigned by the relevant Head of Department or Divisional Head..
- [f] The requisitioned amount should not exceed a maximum amount determined by the Council.
- [g] Petty Cash payments may only be made by the designated Petty Cash Officer upon production of a cash requisition accompanied by proper supporting documents such as cash sale slips or receipts containing the supplier's name.
- [h] If cash is advanced without supporting documents, it should be on the basis of an advance or I.O.U. authorised by the Head of Department or Divisional Head.
- [i] After a purchase is made, the supporting document[s] must be submitted to Petty Cash Officer within a day from the date of such advance.
- [j] The Petty Cash Officer must regularly pursue outstanding advances and long outstanding advances must be brought to the attention of the Chief Financial Officer who must take the appropriate action to ensure that the amount advanced has been properly spent and proof of expenditure is submitted.
- [k] Each petty cash requisition must be entered in the Petty Cash Register.
- [l] When the cash in the petty cash float is almost exhausted, the petty cash register must be balanced and reconciled.
- [m] Replenishment of the petty cash float is undertaken after the balancing and reconciliation of the Petty Cash Register has been checked and approved by the Chief Financial Officer or his delegatee.
- [n] A cheque must be made out to the Petty Cash Officer for the replenishment of the petty cash float and such cheque must be

encashed by this officer who must record the amount received in the Petty Cash Register.

- [o] Petty cash funds and vouchers must at all times be secured in a lockable container suitable for securing the money or in a safe. If no safe is available, a lockable cabinet provided for this purpose, must be used. Under no circumstances should money be kept in desk drawers, open filing cabinets or cupboards.
- [p] Reasonable precautions must be exercised for the safe keeping of keys to the petty cash container and the room where it is kept. The keys must not be left at the premises after hours.
- [q] Petty cash funds are to be used exclusively for the payment of smaller official expenses (excluding any form of remuneration for services rendered) and no "I O U's" representing private loans from petty cash funds are permitted. No staff cheques may be cashed out of petty cash funds.
- [r] The petty cash is operated by means of imprest payments. The cash balance added to the total expenses at any stage, must be equal to the authorised imprest amount. The internal auditors of the Municipality may, at any stage without prior notice, perform an audit of a petty cash to confirm the cash balance.
- [s] Shortages and surplus funds concerning petty cash must immediately be paid in at the cashier and the reason for the shortage/surplus must be investigated by the head of department or division with a view to rectification.
- [t] The total balance of petty cash funds must be paid in at the Council's main Cashier before 30 June in each year. A receipt for the payment must be issued by the Cashier.
- [u] The Petty Cash total on hand at financial year end must be reconciled to the petty cash requisition forms, voucher and other documentation.
- [v] The petty cash provision may be resumed at the beginning of the next financial year at the request of the department or division concerned in accordance with the procedures outlined above.



NDLAMBE MUNICIPALITY

**CONSULTANT POLICY
2018/2019**

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APPOINTMENT OF CONSULTANT POLICY

1. INTRODUCTION

In terms of section 62 (1) (c) of the MFMA, the Accounting Officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems :-

- of financial and risk management and internal controls; and
- of internal audit operating in accordance with any prescribed norms and standards.

In terms of Section 77 (2) of the MFMA the top management must assist the accounting officer in managing and co-ordinating the financial administration of the municipality.

Lastly in terms of section 78 (1) (a) of the MFMA each senior manager of a municipality and each official of a municipality exercising financial management, must take all reasonable steps within their respective areas of responsibilities to ensure that the system of financial management and internal control established for the municipality is carried out diligently.

In particular, the official must take effective and appropriate steps to prevent, within that official's area of responsibility, any unauthorised, irregular, fruitless and wasteful expenditure and any under-collection of revenue due.

2. DEFINITION

For the purposes of this policy the following definitions apply:	
"Accounting Officer"	Municipal Manager
"Chief financial Officer"	A person designated in terms of Chapter 9 section 81 of the MFMA
"Consultant"	An external person or organisation that provides a service to the department in those areas, where the department either lacks the required specialised skills or capacity.
"Lack of capacity"	Insufficient physical resources within the Department. Relevant knowledge, expertise and experience that may not exist within the Department.

3. OBJECTIVE

To ensure that consultants are contracted only after the completion of a GAP analysis has confirmed that the municipality does not have the requisite skills or resources in its employment to perform the services required and to ensure that consultants are remunerated within a regulated environment that is fair and equitable, thereby maximizing the value added to the Municipality.

4. SCOPE OF APPLICATION

This document informs Municipal officials of the policy on the appointment of consultants.

5. LEGISLATIVE FRAMEWORK

The Municipality operations are governed by an array of different acts and this policy should be understood within that context. The following Acts and prescripts are central in defining Municipal boundaries and areas of influence:

- Municipal Finance Management Act, 2003(Act 56 of 2003)
- Treasury Regulations
- National Treasury guidelines and prescripts

6. ACTUAL POLICY

6.1 APPOINTMENT OF CONSULTANTS

A formal needs analysis needs to be conducted before commencing with the appointment of any consultant. A needs analysis must confirm that the municipality does not have the requisite skills or resources in its employment to perform the services required.

All appointment of consultants shall be done in accordance with the Supply Chain Management regulations and the Ndlambe Municipality Supply Chain Policy.

All appointments of consultants in the Municipality shall be in writing recommended by the Bid Adjudication Committee and approved by the Accounting Officer. Programme/Responsibility managers may recommend the appointment of consultants to render specific services, should they be of the opinion that the Municipality lacks the required skills or necessary capacity and those funds are available within their existing budgets. The Departmental Head and Manager where required in conjunction with Bid Specification Committee will be responsible to prepare the “**Terms of Reference**” to the Accounting Officer for the advertisement to request proposals.

6.1.1 PRIMARY REASONS FOR APPOINTMENT OF CONSULTANTS

Consultants are engaged principally for the following reasons:

- (a) To provide specialized services for limited periods without any obligation of permanent employment;

- (b) To benefit from superior knowledge, transfer of skills and upgrading of a knowledge base while executing an assignment;
- (c) To provide independent advice on the most suitable approaches, methodologies and solutions of projects.

6.1.2 MINIMUM REQUIREMENTS WHEN APPOINTING CONSULTANTS

When appointing consultants, it is necessary to strive to satisfy the following minimum requirements:

- (a) Meeting the highest standards of quality and efficiency;
- (b) Obtaining advice that is unbiased, that is, being delivered by a consultant acting independently from any affiliation, economic or otherwise, which may cause conflicts between the consultant's interests and those of government; and
- (c) Ensuring the advice proposed or assignment executed, meeting the ethical principles of the consultancy professions.

6.1.3 SELECTION METHODS FOR THE APPOINTMENT OF CONSULTANTS

The following are the methods most generally used for the appointment of consultants:

- Quality and cost based selection.
- Quality based selection.
- Selection under a fixed budget.
- Least cost selection.
- Single source selection.

The method of selection is determined by the scope of the assignment, the quality of the service, the complexity of the assignment and whether assignments are of a standard or routine nature.

6.1.4 SERVICE LEVEL AGREEMENT OR AGREEMENT

- (a) All appointments shall be by means of a written contract or agreement, between the Municipality and the consultant concerned;
- (b) The Accounting Officer shall sign as the duly appointed representative of the Municipality;
- (c) The Accounting Officer may approve the extension of employment contracts or agreements in terms of Supply Chain Management Policy provided that:
 - I. Sufficient funds are available;
 - II. The extension is required as a result of additional operational requirements;
 - III. The original terms of reference have not been deviated from; and
 - IV. Delivery has been satisfactory and in accordance with the terms of reference.

6.1.5 TERMS AND CONDITIONS

Written contracts or agreements shall, as a minimum, contain the following:

- (a) Defined deliverables including time and cost;
- (b) The mechanisms allowing for the frequent monitoring, at least monthly, of progress in terms of the agreed objectives;
- (c) The period of employment with specific start and end dates;
- (d) The terms and conditions in terms of a specific regulation, code or collective agreement or tender;
- (e) The notice period required by either side to terminate the contract;
- (f) Retention and penalty clauses for poor performance;
- (g) The rates agreed upon;
- (h) The travel and subsistence cost agreed upon;
- (i) The frequency of payment;
- (j) The method of payment; and
- (k) Skills transfer where relevant

6.2 PAYMENT OF CONSULTANTS

All consultants including construction and infrastructure related services are to be remunerated at the rates equal to or below those:

- a) Determined in the "Guideline on fees for audit done on behalf of the "Auditor-General South Africa" issued by the South African Institute of Chartered Accountants (SAICA);
- b) Set out in the "Guide on Hourly Fee Rates for Consultants", by the Department of Public Services and Administration" (DPSA);
- c) Prescribed by the body regulating the profession of the consultant; and
- d) In any other case, the rate as determined by National Treasury guidelines through the relevant Supply Chain Management process.

Travel and subsistence costs for consultants must be in accordance with the following:

- a) Hotel accommodation may not exceed R1 350.00;
- b) Only economy air tickets for flights;
- c) Only group B vehicles or lower to be hired; and
- d) Kilometres claimed for the use of private vehicles may not exceed the rates approved by the National Department of Transport as updated from time to time.

6.3. ANNUAL AND QUARTERLY MANAGEMENT REPORTING

The Director/Manager that appointed a consultant shall submit, in writing on a monthly basis, a report to the Accounting Officer that includes the following;

- a) The amount paid to the consultant in the month;
- b) Details of skills transferred;
- c) Performance assessment on the work done by the consultant;

The report to the Accounting Officer must be handed to the Chief Financial Officer by the seventh (7th) day of the ensuing month to be included in the monthly Section 71 report.



NDLAMBE MUNICIPALITY BANKING AND INVESTMENT POLICY

2018/2019

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1. LEGAL COMPLIANCE

The Municipality shall at all times manage its banking arrangements and investments and conduct its cash management policy in compliance with the provisions of and any further prescriptions made by the Minister of Finance in terms of the Municipal Finance Management Act No. 56 of 2003.

2. OBJECTIVE OF INVESTMENT POLICY

The Council of the Municipality is the trustee of the public revenue, which it collects on behalf of the community, and it therefore has an obligation to the community to ensure that the Municipality's cash resources are managed effectively and efficiently.

The Council therefore has a responsibility to invest these public revenues in a knowledgeable and judicious way, and can account fully to the community in regard to such investments.

The investment policy provides a framework to ensure the preservation, safety of investments and diversification of investments and adequate cash flows are available to meet short and long-term commitments.

The investment policy of the Municipality is therefore aimed at gaining the highest possible return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The effectiveness of the investment policy is dependent on the accuracy of the Municipality's cash management programme, which must identify the amounts surplus to the Municipality's needs, as well as the time when and period for which such revenues are surplus.

3. EFFECTIVE CASH MANAGEMENT

3.1 Cash Collection

All monies due to the Municipality must be collected as soon as possible, either on or immediately after the due date and banked on a daily basis.

The respective responsibilities of the Chief Financial Officer and other heads of departments in this regard is defined in a code of financial practice approved by Council.

The unremitant support and commitment to the Municipality's credit control policy, both by the Council and the Municipality's officials, is an integral part of proper cash collections, and by approving the present policy the Council pledges itself to such support and commitment.

3.2 Cash Management Programme

The Chief Financial Officer shall monitor cash flows on a daily basis to ensure that Council is able to meet its financial commitments and that the operating bank account does not carry unduly high balances. Any surplus funds shall be transferred on a daily basis to a call account attracting the highest possible interest provided that those funds can be retrieved at short notice.

The Chief Financial Officer shall prepare an annual estimate of the Municipality's cash flows divided into calendar months, and shall update this estimate on a quarterly basis. The estimate shall indicate when or for what periods and amounts surplus revenues may be invested, when and for what amounts investments will have to be liquidated and when – if applicable – either long-term or short-term debt must be incurred. Heads of departments shall in this regard furnish the Chief Financial Officer with all such information as is required, timeously and in the format indicated.

The Chief Financial Officer shall report to the Council on a quarterly basis the cash flow estimate or revised for such quarter or reporting period respectively, together with the actual cash flows for the quarter or period concerned, a cumulatively to date, as well as the estimates or revised estimates of the cash flows for the remaining months of the financial year, aggregated into the quarters where appropriate. The cash flow estimates shall be divided into calendar months, and in reporting the Chief Financial Officer shall provide comments and explanations in regard to any significant cash flow deviation in any calendar month forming part of such report. Such report shall also indicate any movements in respect of the Municipality's investments, together with appropriate details of the investments concerned.

4. INVESTMENT ETHICS

The Chief Financial Officer shall be responsible for investing the surplus revenues of the Municipality, and shall manage such investments if investments are for a period of up to 6 months. Investments for a period exceeding 6 months must first be approved by Council and the Municipal Manager and thereafter managed by The Chief Financial Officer in consultation with the Executive Mayor or Portfolio Councillor, as the case may be, and in compliance with any policy directives formulated by the Council and prescriptions made by the Minister of Finance.

In making such investments the Chief Financial Officer shall at all times have only the best considerations of the Municipality in mind, and, shall not accede to any influence by or interference from Councillors, investment agents or institutions or any other outside parties.

Neither the Chief Financial Officer, any staff member nor Councillors may accept commission or other reward in respect of any investment.

5. INVESTMENT PRINCIPLES

5.1 Limiting Exposure

Subject to section 6 of Municipal Cash Management and Investment Regulations where large sums of money exceeding R50 million are available for investment the Chief Financial Officer shall ensure that they are invested with more than one institution, wherever practicable, in order to limit the risk exposure of the Municipality. The Chief Financial Officer shall further ensure that, as far as it is practically and legally possible, the Municipality's investments are so distributed that more than one investment category is covered.

To limit exposure to a single institution for investments exceeding R50 million :

- i. The following investment with any financial institution should be based on the following formula:

$$\begin{aligned} \text{Percentage Exposure} &= \frac{\text{Total shareholder Equity of individual Approved Bank}}{\text{Total shareholder Equity of All Approved Banks}} \\ \text{For individual Bank} &= \% \text{subject to sub-paragraph (ii) and (iii)} \end{aligned}$$

- ii. At the beginning 'Notwithstanding the provisions of para 3.2 of available funds should be placed with any financial institution subject to sub-paragraph (iii);
- iii. Investments should be placed only with financial institutions that have shareholder equity in excess of R6 billion.

5.2 Risk and Return

Subject to section 4 (c) (ii) of the Municipal Cash Management and Investment Regulations, the Chief Financial Officer in making investments on behalf of the Municipality shall always be to obtain the best interest rate on offer, this consideration must be tempered by the degree of risk involved.

At the end of every financial year, a certificate must be obtained from every institution with which funds were invested, certifying that no monetary consideration (of whatever nature) was paid in respect of investments and that no advantage accrued or will accrue to any Councillor or employee, his representative or nominee as a result on investments being made.

5.3 Call Deposits and Fixed Deposits

Before making fixed deposits, the Budget and Treasury manager in consultation with the Chief Financial Officer shall obtain quotations from all qualifying institutions.

Given the volatility of the money market, the Budget and Treasury manager in consultation with the Chief Financial Officer, shall, whenever necessary, request quotations telephonically, and shall record on an appropriate investment schedule the name of the institution, the name of the person contacted, and the relevant terms and rates offered by such institution, as well as any other information which may be relevant.

Once the verbal investment quotations have been recorded, written confirmation of the telephonic quotation must be immediately obtained (by facsimile, email or any other expedient means).

The responsible officer then prepares an agenda for the Executive Committee which should at least contain the following informations / documents :

- Cash Flow Budget;
- Quotations for Investment of Funds;
- Investment Criteria Schedule; and
- Current Investment Portfolio

Copies of these documents are attached for reference purposes.

5.4 Restriction on Tenure of Investments

No investment with a tenure exceeding twelve months shall be made without the prior approval of the Municipal Manager and Council.

6. CONTROL OVER INVESTMENT

The Chief Financial Officer shall ensure that proper records and an investment register is kept of all investment made by the Municipality. Such records shall indicate to date on which investment is made, the institution with which the monies are invested, the amount of the investment, the interest rate applicable, interest accrued and the maturity date. If the investment is liquidated at a date other than the maturity date, such date shall be indicated.

The Chief Financial Officer shall ensure that all interest properly due to the Municipality is timeously received and shall take appropriate steps or cause such appropriate steps to be taken if interest is not fully or timeously received.

7. OTHER EXTERNAL INVESTMENTS

From time to time it may be in the best interests of the Municipality to make longer-term investments. Subject to section 6 of the Municipal Investment and Municipal PPP Regulation, the Chief Financial Officer must be guided by the best rates of the interest pertaining to the specific type of investment which the Municipality requires and to the best instrument available at the time.

8. BANKING ARRANGEMENTS

The Municipal Manager is responsible for the management of the Municipality's bank accounts but may delegate this function to the Chief Financial Officer. The Chief Financial Officer is authorised at all times to sign cheques and any other documentation associated with the management of such accounts. The Municipal Manager, in consultation with the Chief Financial Officer, is authorised to appoint six or more additional signatories in respect of such accounts and to amend such appointments from time to time. The list of current signatories shall be reported to the mayor on an annual basis.

9. INVESTMENTS FOR THE REDEMPTION OF LONG-TERM LIABILITIES

In managing the Municipality's investments, the Chief Financial Officer shall ensure that whenever a long-term (non-annuity) loan is raised by the Municipality, an amount, if available, is invested at least annually equal to the principal sum divided by the period of the loan. Such investment shall be accumulated and used only for redemption of such loan on due date. The making of such investment shall be approved by the Council at the time that the loan itself is approved.

If the loan raised is not a fixed term loan but an annuity loan, the Chief Financial Officer shall ensure that sufficient resources are available to repay the principal amounts due in respect of such loan on the respective due dates.

10. INTEREST ON INVESTMENTS

The interest accrued on all the Municipality's investments shall, in compliance with the requirements of generally recognised accounting practice, be recorded in the first instance in the Municipality's operating account as ordinary operating revenues and may thereafter be appropriated to the fund or account in respect of which such investment was made depending on the conditions which apply to the fund or account.

ANNEXURE 4: BUDGET RELATED POLICIES



NDLAMBE LOCAL MUNICIPALITY

BUDGET POLICY

2018/2019

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1. PURPOSE OF THE POLICY

The purpose of this policy is to ensure sound and sustainable management of the budget process according to norms and standards of applicable legislation. The following acts form the basis of the content of this policy:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- The Local Government Laws Amendment Act, 2002 (Act 51 of 2002)
- The Municipal Finance Management Act, 2003 (Act 56 of 2003)

Ndlambe Local Municipality stands for the improvement of the living standard of its community and to achieve its mission and objectives the municipality has to make some informed fiscal interventions to ensure sustainable service delivery and economic growth within the available limited resources.

This policy sets out the budgeting principles that the municipality will follow in preparing each annual budget and sets parameters for any fiscal measures of intervention to achieve its objectives.

2. GENERAL BUDGETING PRINCIPLES

- 2.1. The budget and the budget preparation process shall comply with legislative requirements and specifically with Chapter 4 of the Municipal Finance Management Act, 2003 (Act 32 of 2003) and nothing contained in this policy shall contradict any legislation.
- 2.2. The municipality shall not budget for a deficit and must also ensure that revenue projections in the budget are realistic taking into account actual collection levels.
- 2.3. Expenses may only be incurred in terms of the approved annual budget (or adjustments budget) and within the limits of the amounts appropriated for each vote in the approved budget.
- 2.4. Ndlambe Local Municipality shall prepare three-year budgets (medium term revenue and expenditure framework - MTREF) which shall be reviewed and approved annually by the Council.
- 2.5. The MTREF budget must at all times be within the framework of the Municipal Integrated Development Plan.

3. BUDGET PREPARATION PROCESS

3.1. Budget Timetable

The formulation, consideration and approval of a budget timetable for the ensuing medium term shall be done in accordance with the legislative requirements in the MFMA and must be aligned with the IDP timetable.

Attached as Annexure A is a detailed budget timetable that will guide the annual process.

3.2. Budget Strategy

The Chief Financial Officer shall assist the Mayor to prepare a budget strategy which shall contain the principles, objectives and strategies that will apply during the forthcoming budget preparation process. Such strategy shall take cognisance of the directives, guidelines and economic factors prevailing at the time or circulated by National and or Provincial Government. The budget strategy shall give general direction to the budget process and also indicate affordable budget growth and envisaged tariff increases as the base line of the budget process.

A clear indication of available funding for infrastructure development through the Capital budget should form part of this strategic directive.

3.3. Public Participation Process

The tabled annual budget must be presented in Council at least by the end of March in each year and as soon as this was done, the Municipality must convene public hearings on the tabled budget during April at which members of the community and stakeholder organisations will be invited to make representation and to submit comments in response to the tabled budget.

3.4. Approval of the Budget

Consideration and final approval of budget must be done not later than 30 days prior to the start of the budget year to which it relates. (Not later than 31 March as the budget year starts on 1 July)

The budget must be submitted to Council for approval and must be accompanied by all the following documents:

- a) tabled resolutions approving the budget and levying property rates, other taxes and tariffs for the financial year concerned;
- b) tabled resolutions (where applicable) amending the IDP and the budget-related policies;
- c) measurable performance objectives for each budget vote, taking into account the municipality's IDP;

- d) the projected cash flows for the financial year by revenue sources and expenditure votes broken down per month;
- e) any proposed amendments to budget related policies;
- f) the cost to the municipality for the budget year of the salaries, allowances and other benefits of its political office bearers and other Councillors, the municipal manager, the chief financial officer, and other senior managers employed in terms of Section 57 of the Municipal Systems Act;
- g) particulars of any proposed allocations or grants to other municipalities, municipal entities, external mechanisms assisting the municipality in service delivery, other organs of state, and organisations such as NGOs, welfare institutions and so on;
- h) particulars of the municipality's investments; and
- i) any other supporting documentation as may be prescribed

3.5. **Publication of the Budget**

The Chief Financial Officer must within 14 days after approval of the budget submit the approved budget in both printed and electronic formats to the National Treasury, the Provincial Treasury, other prescribed National and Provincial organs of state and other Municipalities affected by the budget. The approved budget must also be made available on the Council's website and Municipal Libraries.

3.6. **Service Delivery and Budget Implementation Plan (SDBIP)**

The Municipal Manager will submit to the Mayor a Service Delivery and Budget Implementation Plan. The Mayor must in consultation with the Executive Member, approve such SDBIP within 28 days after approval of the Budget by the Council.

The SDBIP shall include at least the following:

- Quarterly projections of actual revenue to be collected for each source;
- Quarterly projections of operating expenditure per vote;
- Monthly projections of capital expenditure per vote/project;
- Service delivery targets and performance indicators for each quarter.
- The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1)(a) and (e)
- Weighting for each performance indicator

4. APPROPRIATION OF FUNDS FOR EXPENDITURE

The municipality may, except where otherwise provided for in the Act and its regulations, incur expenditure only in terms of an approved budget (including an approved adjustments budget) and within the limits of the amounts provided for in the budget. (Section 15 of the MFMA)

All expenditure or commitments for payment outside the approved amount in a budget will be deemed as either unauthorised, irregular, or fruitless and wasteful expenditure in terms of Section 32 of the MFMA.

5. CAPITAL BUDGET

- 5.1. Each Directorate will be responsible to compile a Capital budget consistent with the Councils' IDP and within the limits of available funding sources, whilst the Chief Financial Officer will be responsible for coordination and consolidation of inputs received from all Directorates. Inputs from Ward Councillors which are consistent with the IDP should go through the relevant Directorate.
- 5.2. Expenditure on a project shall be included in the capital budget if it meets the asset definition i.e. if it results in an asset being acquired or created and its value exceeds R1000 or has a useful life in excess of one year.
- 5.3. The principle of zero-based budgeting with proper cost calculations of projects shall be applied in the preparation of the Capital budget.
- 5.4. The capital budget component of the annual or adjustments budget shall only be approved by the Council if it has been properly balanced, that is, if the sources of finance which are realistically envisaged to fund the budget equal the proposed capital expenses.
- 5.5. Before approving the capital budget component of the annual or adjustments budget, the Council shall consider the impact on the present and future operating budgets of the municipality in relation to the following:
 - finance charges to be incurred on external loans;
 - depreciation of fixed assets;
 - maintenance of fixed assets; and
 - other ordinary operational expenses and or revenue associated with any item on such capital budget.

6. FUNDING OF THE CAPITAL BUDGET

6.1. Capital Replacement Reserve (CRR)

The Council shall establish a Capital Replacement Reserve for the purpose of financing capital projects and the acquisition of capital assets. Such reserve shall be established from the following sources of revenue:

- Un-appropriated cash-backed surpluses to the extent that such surpluses are not required for operational purposes;

- Interest on the investments of the asset financing reserve appropriated;
- Further amounts appropriated as contributions in each annual or adjustments budget; and
- Net gains on the sale of fixed assets in terms of the fixed asset management and accounting policy.
- Proceeds from insurance claims

Before any asset can be financed from the CRR the financing must be available within the reserve and available as cash as this fund must be cash backed;

A separate bank account shall be opened for the CRR and all interest received on it shall be credited to the reserve fund.

Transfers/contributions to the CRR must be budgeted for in the Operational/cash budget;

6.2. Operational Surplus or Income

- If the project is to be financed from surplus it shall be done through appropriation of such surplus through the Capital Replacement Reserve (CRR) This reserve should be fully cash-backed.
- If any project is to be financed from revenue, this financing must be included in the Operating/cash budget to raise sufficient cash through service charges for the capital expenditure.

6.3. External Loans

- External loans can be raised only if it is linked to the financing of an asset;
- A capital project to be financed from an external loan can only be included in the budget if the loan has been secured or if it can be reasonably assumed as being secured;
- The loan redemption period should not exceed the estimated life expectancy of the asset. If this happens the interest payable on the excess redemption period shall be declared as fruitless expenditure;
- Interest payable on external loans shall be included as a cost in the Operating budget;
- Finance charges relating to such loans shall be charged to or apportioned only between the departments or votes to which the projects relate.
- Limitation: Depreciation and finance charges together shall not exceed 20% of the aggregate expenses budgeted for in the Operating budget component.

6.4. Grant Funding

- The capital project/item must be budgeted for in the Capital budget;
- Expenditure must be reimbursed from the funding creditor and cash

should be secured before spending can take place.

Interest earned on investments of Conditional Grant Funding shall be allocated directly to the Capital Replacement Reserve.

6.5. **Funding to be cash-backed**

All expenses, including depreciation expenses, shall be cash-funded. The cash received in respect of depreciation expenses on fixed assets financed from external borrowings shall be transferred to the investments created to redeem such borrowing.

7. **OPERATING BUDGET**

- 7.1. A realistic **needs-analysis** together with the principle of **zero-based** budgeting shall be applied in the preparation of the Operating budget.
- 7.2. Business Unit Directors shall establish budget requirements in respect of **maintenance of assets**, taking cognisance of backlogs and shall, in consultation with the Chief Financial Officer prepare a strategy to address such maintenance needs and backlogs. At least 10% (labour and transport included) of the expenditure component of the Operating budget shall be set aside for maintenance of Councils' assets.
- 7.3. Council shall ensure that the **labour component** as a percentage of the total operational expenditure remains realistic in terms of the delivery of an effective and efficient service to the Community. In this regard Council shall endeavor to remain below a benchmark figure of 35%. (Remuneration of Councillors excluded)
- 7.4. The Operating budget shall make the following contributions:
 - provision for accrued leave entitlements equal to 100% of the accrued leave entitlement of officials as at 30 June of each financial year;
 - provision for bad debt impairment in accordance with the Ndlambe policies.
- 7.5. The operating budget shall reflect the impact of the capital component on:
 - depreciation charges
 - repairs and maintenance expenses
 - interest payable on external borrowings
 - other operating expenses emanating from the creation of assets.
- 7.6. Revenue projections are the primary responsibility of the different Service providing Directors/Managers and must be done by them in consultation with the Chief Financial Officer, taking cognisance of actual performance, economic growth opportunities as well as affordable and acceptable tariff increases.
- 7.7. The Chief Financial Officer shall ensure that the cost of indigent relief is separately reflected in the appropriate votes.
- 7.8. When considering the tabled annual budget, Council shall consider the impact, which the proposed increases in rates and service tariffs will have on the

monthly municipal accounts of households. The impact of such increases shall be assessed on the basis of a fair sample of randomly selected accounts.

- 7.9. In preparing its revenue budget, the municipality shall strive to maintain the aggregate revenue from property rates at not less than 25% of the aggregate revenue budgeted for.

Procurement plan must accompany the budget.

8. FUNDING OF THE OPERATING BUDGET

The Operating budget may be financed only from:

- 8.1. realistically expected revenues, based on current and previous collection levels;
- 8.2. cash-backed funds available from previous surpluses where such funds are not required for other purposes; and
- 8.3. grants (conditional and un-conditional) received for operational purposes;
- 8.4. subsidies received for agency or contractual services
- 8.5. borrowed funds only on special approval in terms of legislation and for short term purposes (to be redeemed in same financial year)

9. UNSPENT FUNDS / ROLL OVER OF BUDGET

- 9.1. The appropriation of expenditure not funded by grants in an annual or adjustments budget will lapse to the extent that they are unspent by the end of the relevant budget year
- 9.2. No funding for projects funded from Capital Replacement Reserve (as long as it is cash back) shall be rolled over to the next budget year except in cases where a commitment has been made 90 days (30 March each year) prior the end of that particular financial year.
- 9.3. Unspent grants (if the conditions for such grant funding allow) may be rolled over to the next budget year. Conditions of the grant fund shall be taken into account in applying for such rollover of funds.

Application for rollover of funds accompanied by a proper motivation on why completion will not be according to the original budget and SDBIP shall be forwarded to the budget office by at least the 15th of April each year to be included in next year's budget for adoption by Council in May. Requests for rollover of funds after 15 April will not be considered and requests for rollovers after the start of the new financial year are not allowed.

Adjustments in terms of actual amounts rolled over, shall be done during the 1st budget adjustment in the new financial year after taking into account expenditure up to the end of the previous financial year.

- 9.4. Expenditure funded by grants may be rolled over to the next budget year for specific operational purposes.

10. SURPLUS AND DEFICIT ON THE OPERATING ACCOUNT

10.1. Each annual and adjustments budget shall reflect :

- An excess however nominal of current revenues over operating plus capital expenditure, or
- an excess however nominal of current revenues plus cash-back CRR funds over operating plus capital expenditure or
- or a combination of current revenue plus cash-back CRR funds over operating plus capital expenditure, or
- an excess, however nominal, of current revenues over expenses.

10.2. An impending operating deficit shall be recovered in an adjustments budget, but if an operating deficit arises at the end of a financial year, notwithstanding the precautionary measures adopted by the Council, such deficit shall immediately be made good in the annual or adjustments budget for the year following the ensuing financial year, and shall not be offset against any unappropriated surplus carried forward from preceding financial years.

11. INTEREST EARNED

Interest earned on the municipality's investments shall be budgeted for in the Operating budget as revenue.

12. ALLOCATION OF BUDGET INCREMENT

12.1. In the preparation of the tabled Operating budget component of the annual budget, the allowable budgetary increment from own resources to be determined by Council in August each year, except in so far as certain other line-item provisions relate to matters determined by the Chief Financial Officer and matters resolved by Council in terms of the municipality's approved policies and contractual and statutory commitments. (For example, depreciation charges, finance charges, insurance costs, skills development levies payable, contribution to funds, administrative charges, etc.)

12.2. The Head of the Directorate/department, service or function to which each budget vote relates shall justify the allocation of the aggregate budget for such vote to the various line-items within the vote, to the Municipal Manager in conjunction with the CFO and to the Committee responsible for budgeting. In motivating the allocations made to and within the vote, the Head concerned shall provide the relevant Committee with appropriate quarterly performance indicators and service delivery targets pertaining to the budget. Such indicators and targets shall form part of the annual Service Delivery and Budget Implementation Plan (SDBIP).

13. ADJUSTMENTS BUDGET

13.1. The Mayor in consultation with the Executive Committee may table an adjustments budget where:

- There is material under collection of revenue;
- To appropriate additional revenue that has become available but only to revise or accelerate spending on programmes already budgeted for;
- To authorise unforeseeable and unavoidable expenditure supported by appropriate documentation and motivations in relation to the Exemption Report which is approved by the Mayor in consultation with the Executive Committee, Municipal Manager and Chief Financial Officer;
- To authorise utilisation of projected savings between votes;
- To authorise spending of unspent funds as at previous year within legislative prescripts.

13.2. All recommendations for budget adjustments must contain financial comment by the Chief Financial Officer prior to consideration by the Council.

13.3. Only Council may approve an adjustments budget.

13.4. An adjustments budget must contain all of the following:

- an explanation of how the adjustments affect the approved annual budget;
- appropriate motivations for material adjustments; and
- an explanation of the impact of any increased spending on the current and future annual budgets.

13.5. Municipal taxes and tariffs may not be increased during a financial year except if required in terms of a financial recovery plan

13.6 Each adjustment budget must include a thorough review of actual vs Budgeted **REVENUE** and projections amended upwards or downwards as may be required.

Budgets cannot be adjusted between operating and capital.

14. BUDGET IMPLEMENTATION AND MONITORING

14.1. The accounting officer with the assistance of the Chief Financial Officer and other Senior Managers is responsible for the implementation of the budget, and must take all reasonable steps in their respective areas to ensure that:

- funds are spent in accordance with the budget;
- expenses are reduced if expected revenues are less than projected; and

-
- revenues and expenses are properly monitored.
- 14.2 The Accounting officer must report in writing to the Council any impending shortfalls in the annual revenue budget, as well as any impending overspending, together with the steps taken to prevent or rectify these problems.
- 14.3 The Accounting Officer must, with the assistance of the Chief Financial Officer, comply with all reporting requirements in terms of the legislative framework.

15. CONCLUSION

The budget is not only a financial document, but it stipulates what has been planned for the forthcoming years. As a result, the budget document discloses the direction the municipality wish to follow over the next three years, especially if read together with the Integrated Development Plan (IDP).

It also forms the basis on which the service delivery and budget implementation plan (SDBIP) will be compiled for approval and execution.

Compliance with this policy document together with applicable legislation is of paramount importance and puts a responsibility on every employee and Councillor.

ANNEXURE A

DETAILED BUDGET TIMETABLE

Section of Municipal Finance Management Act No. 56 of 2003	Date by which action must be completed	Action required	Responsible party	Practical considerations
21(1)(b)	31 August	Mayor must at least 10 months before start of budget year table in Council time schedule outlining key deadlines for <ul style="list-style-type: none"> - preparation, tabling and approval of annual budget - annual review of IDP - annual review of budget-related policies - tabling and adoption of any amendments to IDP and budget-related policies - any consultative processes forming part of foregoing 	Mayor	Time schedule must either fit in with already scheduled Council meetings or must indicate when special Council meetings must be scheduled.
Section 88	20 January	Accounting officer of municipal entity must assess entity's budgetary and financial performance for first six months of financial year, and submit assessment report to board of directors and parent municipality.		
72(1), (2) and (3)	25 January	Accounting officer of municipality must assess budgetary and financial performance of municipality for first six months of financial year, make recommendations on whether adjustments budget necessary, and recommend revised projections for revenues and expenses. This assessment must be submitted to the mayor, national treasury and the provincial treasury (presumably immediately).	Accounting officer	
54(1)(f)	31 January	Mayor must submit accounting officer's report to Council.	Mayor	Special Council meeting may have to be scheduled.
87	31 January or earlier if so requested by parent municipality	Board of directors of municipal entity must submit to parent municipality proposed budget for entity for ensuing financial year.	Board of directors of entity	It is not clear to what person or structure in the parent municipality this budget must be submitted. However, it makes good sense for the Council of the municipality to consider this budget at the same meeting that it considers the municipality's own proposed adjustments budget.
87	(31 January to mid-March)	Parent municipality must consider proposed budget, and make any necessary recommendations.		It is not clear what person or structure in the parent municipality must perform this action, but the Council seems the logical party. It would also make sense for the Council to consider this budget by 31 January.

7	(Tabled in Council by 31 January)	Board of directors of entity may, with approval of mayor of parent municipality, revise budget of entity for certain prescribed reasons. Adjustments budget once approved by board of directors of entity must be tabled by mayor at next meeting of Council of parent municipality. Adjustments budget must be made public.	Board of directors and mayor of parent municipality	Evidently such an adjustments budget may be prepared at any stage. It would make good sense, however, for the parent municipality to insist that the entity's revised budget be prepared and submitted to the mayor at the same time that or before the entity's proposed budget for the new financial year is considered. Again the potential problem of different parent municipalities having different views will have to be resolved by (presumably) the mayors considered.
54(1) and (2)	(Between 31 January and 31 March)	If municipality faces "serious financial problems" mayor must "promptly" respond to and initiate remedial steps proposed by accounting officer, including steps to reduce expenses and tabling of adjustments budget. Mayor must also consider revisions to service delivery and budget implementation plan. (Note that only Council may approve changes to service delivery targets and KPIs – these changes must therefore be tabled with the adjustments budget).	Mayor	Adjustments budgets may be prepared by the accounting officer, and tabled in Council by the Mayor "when necessary". They must be prepared and tabled (within prescribed limits as to timing and frequency) whenever material adjustments to expenses or revenues are required, and not only when "serious financial problems" are looming. In general, adjustments budgets should preferably be tabled by or as soon as possible after 31 January, and certainly not later than 31 March when the draft annual budget for the next year is first tabled.
54(3)	(Between 31 January and 31 March)	Mayor must ensure that revisions to service delivery and budget implementation plan are "promptly" made public. (Note that no concomitant revision of performance agreements is evidently envisaged).	Mayor	Presumably the accounting officer must make these revisions for the mayor's approval as part of the process of adjusting the annual budget. The deadline for these revisions must be by or as soon as possible after 31 January, but certainly not later than 31 March. See also 54(1) and (2).
87	100 days before start of financial year (approximately mid March)	Board of directors of entity must consider recommendations, and if necessary submit revised budget to parent municipality.	Board of directors of entity	
16(2)	31 March	Mayor must table (draft) annual budget of municipality at Council meeting at least 90 days before start of budget year.	Mayor	Council meeting must be scheduled appropriately.

87	31 March	Mayor of parent municipality must table originally proposed or proposed revised budget (as case may be) of entity when (draft) annual budget of municipality first tabled.	Mayor	-
22(a) and 22(b)	Immediately after 31 March or earlier date if annual budget tabled before 31 March	Immediately after (draft) annual budget tabled in Council, accounting officer must (1) make public budget and documents referred to in Section 17(3), and invite local community to submit representations in connection with budget, and (2) submit annual budget in both printed and electronic formats to provincial treasury, and in either format to prescribed national and provincial organs of state and to other municipalities affected by the budget.	Accounting officer	
23(2)	Before 31 May	Council must give mayor opportunity (1) to respond to submissions received on (draft) annual budget and attendant documentation and (2) to revise budget, if necessary, and table amendments for consideration by Council.	Mayor and Council	-
24(1) and (2)	31 May	Council must consider approval of annual budget, together with resolutions imposing rates and levies, setting tariffs, approving measurable performance objectives for revenue from each source and for each vote, approving any changes to IDP, and approving any changes to budget-related policies.		
	Council	Although Council has until 30 June to approve budget, best practice will be to approve budget not later than 31 May.		
87(4)	31 May	Board of directors of municipal entity must approve budget for coming year, having taken into account recommendations of Council of parent municipality, and must make budget public.	Board of directors of municipal entity	
24(3)	(Immediate after approval date)	Accounting officer must submit approved annual budget to national treasury and provincial treasury.	Accounting officer	No time limit is specified for this action, and neither is the format in which the budget is to be submitted specified. Common sense dictates that the submission should be at least in electronic format and that it should be made as soon as possible after the approval date.



NDLAMBE MUNICIPALITY

SUPPLY CHAIN MANAGEMENT
POLICY

2018/2019

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1. Definitions

In this policy and any bid documentation or directive issued in terms thereof, the singular includes the plural and vice versa, any one gender includes both genders and, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Municipal Finance Management Act has the same meaning as in this Act and -

"The Act" means the Local Government: Municipal Finance Management Act No. 56 of 2003 and, unless otherwise stated in this policy, any reference to "the Act" shall mean a reference to this Act;

"Accounting Officer" means the manager of the municipal administration and accounting officer of the municipality appointed by the council in terms of section 54A of the Local Government: Municipal Systems Act No. 32 of 2000 and includes any employee of the municipality who acts in his stead and, in the event of the municipality being subject to an intervention in terms of section 139 of the Constitution or any other applicable law, includes the "Administrator" appointed as a consequence of such intervention or in terms of the conditions pertaining thereto;

"All applicable taxes" includes value-added tax, pay as you earn, income tax, skills development levies and unemployment insurance fund contributions;

"B-BBEE" means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;

"B-BBEE status level of contributor" means the B-BBEE status of an entity in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

"Bid" means a written offer in a prescribed or stipulated form in response to an invitation to bid issued by the municipality for the procurement of goods, services or works through price quotations, advertised competitive bidding processes, limited bids or proposals or for the disposal of assets and **"tender"** has a corresponding meaning;

"Bid Committees" means the committees established in terms of this policy to prepare bid specifications, bid documentation, evaluate responsive bids and, where so authorized, to adjudicate responsive bids and any reference in section 117 of the Municipal Finance Management Act to municipal tender committees shall be construed as a reference to the aforesaid committees;

"Bid documentation" means all documentation relating to or necessary in order to complete a procurement or disposal including but not limited to such specification, bidding, certification and contractual documentation as may be prescribed by National Treasury or the Construction Industry Development Board, as the case may be, for municipal supply chain management purposes and the implementation of this policy;

"Bidder" means any person who submits a bid or quotation to the municipality in response to an invitation to bid or quote and includes a **"tenderer"**;

"Bid rigging" means a prohibited collusive bidding practice in terms of which bidders that would normally be expected to compete in a procurement process either singularly or by association with other persons or firms in a horizontal relationship, secretly conspire to raise prices or lower the quality of goods and/or services or agree not to compete against each other in such process;

"Black Designated Groups" has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

"Black People" has the meaning assigned to it in section 1 of the Broad-Based Black Economic Empowerment Act;

"Broad-Based Black Economic Empowerment Act" means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);

"Chief Financial Officer" means the official of the municipality designated as such in terms of section 80(2)(a) of the Municipal Finance Management Act;

"CIDB" means the Construction Industry Development Board;

"CIDB regulations" means any regulations issued in terms of the Construction Industry Development Board Act No. 38 of 2000;

"Co-operative" means a co-operative registered in terms of section 7 of the Cooperatives Act, 2005 (Act No. 14 of 2005);

"Codes of Good Practice" means the Codes of Good Practice on Black Economic Empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act and contained in General Notice 12 of 9 February 2007;

"Comparative price" means the price after the factors of a non-firm price and all unconditional discounts that can be utilized, have been taken into consideration;

"Competitive bidding process" means a transparent procurement method in which bids from competing contractors, suppliers or vendors are invited by openly advertising the scope, specifications, terms and conditions of the proposed contract as well as the criteria by which responsive bids received will be evaluated;

"Competitive bid" means a bid in terms of a competitive bidding process;

"Consortium or joint venture" means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract;

"Construction works" or **"works"** means the provision of a combination of goods and services arranged for the development, extension, installation, repair, maintenance, renewal, removal, renovation, alteration, dismantling or demolition of a fixed asset including building and engineering infrastructure;

"Contractor" means a person or body of persons who undertakes to execute and complete procured construction works for or on behalf of the municipality;

"Contract" means the agreement that results from the acceptance of a bid by the municipality in accordance with this policy;

"Council" means the council of Ndlambe Municipality;

"CSD" means the Central Supplier Data Base as maintained by National Treasury;

"Day" unless expressly otherwise provided in this policy, means a calendar day, provided that when any particular number of days is prescribed for the doing of any act, or for any other purpose, the same shall be reckoned exclusively of the first and inclusively of the last day, unless the last day happens to fall on a Sunday or on any public holiday, in which case

the time shall be reckoned exclusively of the first day and exclusively also of every such Sunday or public holiday;

"Delegating authority" means the council, a duly authorized political structure or office bearer thereof, the Accounting Officer or other employee to whom original powers are assigned in terms of legislation and, in relation to a sub-delegation of a power, that delegated body;

"Delegation" means the issuing of a written authorization by a delegating authority to a delegated body to act in his stead and, in relation to a duty, includes an instruction or request to perform or to assist in performing the duty and "delegate" and sub-delegate has a corresponding meaning;

"Delegated body" in relation to the delegation of a power means the person to whom a power has been delegated by the delegating authority in writing;

"Designated Official" means the official of the municipality to whom the accounting officer or the chief financial officer, as the case may be, have, in accordance with sections 79 and 82 of the Municipal Finance Management Act No. 56 of 2003 delegated or sub-delegated powers, functions and duties in connection with the application and implementation of this policy provided that a sub-delegation by the chief financial officer to an official that has not been allocated to him by the accounting officer or to a person contracted by the municipality for the work of its budget and treasury office may only be so authorized with the concurrence of the accounting officer and provided further that the said chief financial officer is satisfied that effective systems and procedures are in place to ensure control and accountability by the person concerned;

"Designated Group" means -

- (a) black designated groups;
- (b) black people;
- (c) women;
- (d) people with disabilities; or
- (e) small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 (Act No. 102 of 1996);

"Designated sector" means a sector, sub-sector or industry that has been designated by the Department of Trade and Industry in line with national development and industrial policies for local production, where only locally produced services, works or goods or locally manufactured goods meet the stipulated minimum threshold for local production and content;

"Disposal" means a process of preparing, negotiating and concluding a written contract relating to the alienation of a capital asset whether movable or immovable owned by or under the control of the municipality or rights in respect thereof, by means of a sale, lease, donation or cession and **"dispose of"** has a similar meaning;

"EME" means an exempted micro enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

"Final award" in relation to bids or quotations submitted for a contract, means the final decision on which a bid or quote was accepted;

"Firm price" means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy or tax which, in terms of any applicable law or regulation, is binding on the contractor and demonstrably has an influence on the price of

any supplies or the rendering costs of any service, for the execution of a contract;

“Formal written price quotations” means quotations referred to in paragraph 12 (1) (c) of this policy;

“Functionality” means the measurement according to predetermined norms, as set out in the bid specification, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder;

“Fronting” means a deliberate circumvention or attempted circumvention of any legislation intended to address imbalances of the past relating to Supply Chain processes;

“HDI” means Historical Disadvantage Individual;

“Head of Department” means a senior manager as defined in the Municipal Finance Management Act and who is responsible for a vote as assigned by the accounting officer;

“Imported content” means that portion of the bid or tender price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or its sub-contractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs, such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African port of entry;

“In the service of the state” means to be -

- (a) A member of -
 - (i) any municipal council;
 - (ii) any provincial legislature; or
 - (iii) the National Assembly or the National Council of Provinces;
- (b) A member of the board of directors of any municipal entity;
- (c) An official of any municipality or municipal entity;
- (d) An employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Act and the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (e) An executive member of the accounting authority of any national or provincial public entity; or
- (f) An employee of Parliament or a provincial legislature;

“Line manager” means a manager reporting directly to a senior manager and who is responsible for a cost centre as assigned by the relevant senior manager;

“Local content” means that portion of the bid or tender price which is not included in the imported content, provided that local manufacture does take place;

“Long term contract” means a contract with a duration period exceeding one year;

“List of accredited prospective providers” means the list of accredited prospective providers which the municipality must keep in terms of paragraph 15 of this policy;

"Mayor" means the councillor elected by the council as Mayor in terms of section 48 of the Local Government: Municipal Structures Act No. 117 of 1998 read with section 58 of the Municipal Finance Management Act;

"Military Veteran" has the meaning assigned to it in section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011);

"Municipal Asset Transfer Regulation" means Government Notice Nr 878 dated 22 August 2008 entitled Local Government : Municipal Finance Management Act, 2003 Municipal Asset Transfer Regulations;

"Municipality" means the Ndlambe Municipality, a local municipality established by way of a notice in the Provincial Gazette issued in terms of section 12 of the Local Government: Municipal Structures Act No. 117 of 1998 and includes any employee entitled to or duly authorized to perform any function or duty in terms of this policy and/or is responsible for the implementation of this policy or any part thereof;

"Municipal Systems Act" means the Local Government: Municipal Systems Act No. 32 of 2000 and includes the regulations under this Act;

"National Treasury" has the meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 1 of 1999);

"Non-firm prices" means all prices other than "firm" prices;

"Other applicable legislation" means any other legislation applicable to municipal supply chain management, including but not limited to -

- (a) the Preferential Procurement Policy Framework Act No. 5 of 2000;
- (b) the Broad-Based Black Economic Empowerment Act No. 53 of 2003;
- (c) the Construction Industry Development Board Act No. 38 of 2000;
- (d) the Local Government: Municipal Systems Act No. 32 of 2000 (Municipal Systems Act);
- (e) the Promotion of Administrative Justice Act No. 3 of 2000;
- (f) the Promotion of Access to Information Act No. 2 of 2000;
- (g) the Protected Disclosures Act No. 26 of 2000;
- (h) the Competition Act No. 89 of 1998;
- (i) the Prevention and Combating of Corrupt Activities Act No. 12 of 2004;

"People with Disabilities" has the meaning assigned to it in section 1 of the Employment Equity Act, 1998 (Act No. 55 of 1998);

"Person" includes an enterprise, partnership, trust, association, consortium, joint venture or a juristic person;

"Petty cash" means a relatively small amount of cash kept at hand for making immediate payment for miscellaneous small expenses incurred the municipality;

"Preferential Procurement Regulations" means the Preferential Procurement Regulations, 2017 contained in Government Notice R 32 of 20 January 2017 promulgated in Government Gazette No. 40553 on this date;

“PPPFA” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);

“Price” includes all applicable taxes less all unconditional discounts;

“Procurement” means the processes leading to the negotiation and conclusion of contracts whether in writing or verbally for the acquisition of goods, services or construction works or any combination thereof means of purchase, sale, lease or donation and includes the preparation of all associated bid and contractual documentation and **“procured”** or **“procuring”** has a similar meaning;

“Proof of B-BBEE status level of contributor” means-

- (a) the B-BBEE status level certificate issued by an authorised body or person;
- (b) a sworn affidavit as prescribed by the B-BBEE Codes of Good Practice; or
- (c) any other requirement prescribed in terms of the Broad-Based Black Economic Empowerment Act;

“QSE” means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

“Quotation” means a stated price that a supplier expects to receive for the provision of specified services, goods or works;

“Rand value” means the total estimated value of a contract in South African currency calculated at the time of bid invitations, and includes all applicable taxes and excise duties;

“Responsive bid” means a bid that complies in all material aspects with the requirements set out in or contained in an invitation to bid including the applicable specification;

“Rural Area” means-

- (a) a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area; or
- (b) an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system;

“Senior Manager” means Section 57 employees;

“Small enterprise” means a separate and distinct business entity, together with its branches or subsidiaries, if any, including cooperative enterprises, managed by one owner or more predominantly carried on in any sector or sub-sector of the economy which is contained in Annexure B to this policy and classified as a micro-, a very small or, a small enterprise by satisfying the criteria mentioned in columns 3, 4 and 5 of the said schedule;

“Stipulated minimum threshold” means that portion of local production and content as determined by the Department of Trade and Industry from time to time;

“Sub-contract” means the primary contractor's assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of a contract;

“SANAS” means the South African National Accreditation System;

“Total revenue” bears the same meaning assigned to this expression in the Codes of Good Practice;

"Township" means an urban living area that any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994;

"Trust" means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person;

"Trustee" means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person;

"Treasury" has the meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 1 of 1999);

"Treasury guidelines" means any guidelines on supply chain management issued by the Minister of Finance in terms of section 168 of the Municipal Finance Management Act;

"The Regulations" means the Local Government: Municipal Finance Management Act, 2003: Municipal Supply Chain Management Regulations published by Government Notice 868 of 2005;

"Verbal Quotations" means a verbal process of inviting quotations from an identified limited number of potential suppliers for the supply goods, services and/or works;

"Verification Certificate" means a B-BBEE certificate issued in compliance with the B-BBEE Codes of Good Practice and all Sector Codes issued in terms of Section 9(1) of the Broad-Based Black Economic Empowerment Act;

"Written quotations" means quotations referred to in paragraph 12(1)(c) of this policy; and

"Youth" has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

2. Supply chain management policy

(1) Policy Statement

(a) Introduction

(i) Section 111 of the MFMA requires each municipality and municipal entity to adopt and implement a supply chain management policy, which gives effect to the requirements of the Act.

(ii) In addition, the PPPFA requires an Organ of State to determine its Preferential Procurement Policy and to implement it within the framework prescribed. This requirement is given effect to in the Preferential Procurement section of this Policy.

(b) Desired Outcomes

The desired outcome of this Policy is to provide a mechanism to ensure sound, sustainable and accountable supply chain management within Ndlambe Municipality, whilst promoting black economic empowerment, which includes general principles for achieving the following socio-economic objectives:

- (i) to stimulate and promote local economic development in a targeted and focused manner;
- (ii) to promote resource efficiency and reduce the negative environmental impact of daily operations of the City;
- (iii) to facilitate creation of employment and business opportunities for the people of Ndlambe with particular reference to B-BBEE;
- (iv) to promote the competitiveness of local businesses;
- (v) to increase the small business sector access, in general, to procurement business opportunities created by Council;
- (vi) to implement e-Procurement as an alternative to a manual process, to enhance efficiency and service delivery.

This Policy will also strive to ensure that the objectives for uniformity in supply chain management systems between organs of state, in all spheres, not undermined and that consistency with national economic policy on the promotion of investments and doing business with the public sector is maintained.

- (2) All officials and other role players in the supply chain management system of the municipality must implement this policy in a way that -
 - (a) gives effect to Section 217 of the Constitution and Part 1 of Chapter 11 and other applicable provisions of the Act;
 - (b) is fair, equitable, transparent, competitive and cost effective;
 - (c) complies with the Regulations and any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
 - (d) is consistent with other applicable legislation;
 - (e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
 - (f) is consistent with national economic policy concerning the promotion of investments and the conduct of business with the public sector.
- (3) This policy applies when the municipality -
 - (a) procures goods or services or undertakes construction works through a procurement process;
 - (b) disposes of goods no longer needed;
 - (c) selects contractors to provide assistance with the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
 - (d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.
- (4) This Policy, except where specifically provided otherwise, does not apply if municipality or municipal entity contracts with another organ of state for-
 - (a) the provision of goods or services to the municipality or municipal entity;
 - (b) the provision of a municipal service or assistance in the provision of municipal service; or
 - (c) the procurement of goods and services under a contract secured by that other organ of state, provided that the relevant supplier has agreed to such

procurement.

- (5) Notwithstanding anything to the contrary in this policy, the municipality shall not award a contract to a contractor in respect of the undertaking, carrying out or completion of any construction works or a portion thereof in terms of a competitive bidding process provided for in this policy unless such contractor is registered with the Construction Industry Development Board established by section 2 of the Construction Industry Development Board Act No. 32 of 2000 and holds a valid registration certificate issued by such Board or is exempted from such registration either in terms of this Act or the "CIDB Regulations".
- (6) Ndlambe Municipality must use the CSD supplier number starting with (MAAA) which is auto generated by the Central Database System after successful registration and validation of the prospective provider as a mandatory requirement as part of listing criteria for accrediting prospective providers in line with Section 14(1)(b) of the Municipal Supply Chain Management Regulations.

3. Amendment of the supply chain management policy

- (1) The accounting officer must at least annually review the implementation of this policy and, when necessary, submit proposals for the amendment thereof to the council through the Mayor acting in conjunction with the mayoral committee.
- (2) If the accounting officer submits proposed amendments to this policy to the council, he must ensure that same comply with the Regulations and Treasury guideline standards determining standards for municipal supply chain management policies.
- (3) The accounting officer must report any deviation from the Regulations and Treasury guideline standards determining standards for municipal supply chain management policies to the National and Provincial Treasuries.
- (4) When amending this policy, the need for uniformity in supply chain practices, procedures and forms between all spheres of organs of state particularly to promote accessibility of supply chain management systems for small businesses, must be taken into account.

4. Delegation of supply chain management powers and duties

- (1) The council hereby delegates all powers and duties to the accounting officer which are necessary to enable him -
 - (a) to discharge the supply chain management responsibilities conferred on accounting officers in terms of -
 - (i) chapters 8 or 10 of the Act; and
 - (ii) this policy; and
 - (b) to maximize administrative and operational efficiency in the implementation of this policy; and
 - (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this policy; and
 - (d) to comply with his responsibilities in terms of section 115 and other applicable provisions of the Act.

- (2) Sections 79 and 106 of the Act apply to the sub-delegation of powers and duties delegated to an accounting officer in terms of subparagraph (1).
- (3) The accounting officer may not sub-delegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee which is not exclusively composed of officials of the municipality.
- (4) This paragraph may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 27 of this policy.

5. Sub-delegations

- (1) The accounting officer may, in terms of section 79 of the Act, sub-delegate any supply chain management powers and duties, including those vested in him in terms of legislation or delegated to him in terms of this policy or by resolution of the council, but any such sub-delegation must be consistent with subparagraph (2) and paragraph 4 of this policy.
- (2) The power to make a final award -
 - (a) above R10 million (VAT included) may not be sub-delegated by the accounting officer;
 - (b) above R2 million (VAT included), but not exceeding R10 million (VAT included), may be sub-delegated by the accounting officer but only to -
 - (i) the chief financial officer;
 - (ii) a senior manager ; or
 - (iii) a bid adjudication committee of which the chief financial officer or a senior manager is a member;
 - (c) not exceeding R2 million (VAT included) may be sub-delegated by the accounting officer but only to -
 - (i) the chief financial officer;
 - (ii) a senior manager;
 - (iii) a manager directly accountable to the chief financial officer or a senior manager; or
 - (iv) a bid adjudication committee.
- (3) An official or bid adjudication committee to whom or which the power to make final awards has been sub-delegated in accordance with subparagraph (2) must, within five days of the end of each month, submit to the official referred to in subparagraph (4) a written report containing particulars of each final award made by such official or committee during that month, including -
 - (i) the amount of the award;
 - (ii) the name of the person to whom the award was made; and
 - (iii) the reason why the award was made to that person.

- (iv) the contract numbers and descriptions of goods, services or infrastructure project.
- (4) A written report referred to in subparagraph (3) must be submitted-
 - (a) to the accounting officer, in the case of an award by -
 - (i) the chief financial officer;
 - (ii) a senior manager; or
 - (iii) a bid adjudication committee of which the chief financial officer or a senior manager was a member;
 - (b) to the chief financial officer or the senior manager responsible for the relevant bid, in the case of an award by -
 - (i) a manager referred to in subparagraph (2)(c)(iii); or
 - (ii) a bid adjudication committee of which the chief financial officer or a senior manager was not a member.
- (5) Subparagraphs (3) and (4) do not apply to procurements out of petty cash.
- (6) This paragraph may not be interpreted as permitting an official to whom the power to make final awards has been sub-delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 27 of this policy.
- (7) No supply chain management decision-making powers may be delegated to an advisor or consultant.

6. Oversight role of the council

- (1) No councillor may be a member of a bid committee or any other committee evaluating or approving quotations or bids nor attend any meeting of such committees as an observer.
- (2) The council must maintain oversight over the implementation of this policy to ensure that the accounting officer implements all supply chain management activities in accordance therewith.
- (3) For the purposes of such oversight, the accounting officer must -
 - (a) within 30 days of the end of each financial year, submit a report on the implementation of this policy to the council through its mayor;
 - (b) whenever there are serious and material problems in the implementation of this policy, immediately submit a report thereon to the council through its mayor.
- (4) The accounting officer must, within 10 days of the end of each quarter, submit a report on the implementation of this policy to the mayor.
- (5) The aforesaid reports must be made public in accordance with section 21A of the Municipal Systems Act.

7. Supply chain management unit

- (1) A supply chain management unit is hereby established to assist in implementing this policy.
- (2) The supply chain management unit shall operate under the direct supervision of the chief financial officer.

8. Training of supply chain management officials

The training of officials involved in implementing this policy should be in accordance with any Treasury guidelines on supply chain management training and applicable prescribed competency level requirements.

9. Format of supply chain management system

This policy provides systems for -

- (1) Demand management;
- (2) Acquisition management;
- (3) Logistics management;
- (4) Disposal management;
- (5) Risk management; and
- (6) Performance management.

10. System of demand management

- (1) The accounting officer must establish and implement an appropriate demand management system in order to ensure that the resources required by the municipality supports its operational commitments and its strategic goals as outlined in the municipality's Integrated Development Plan.
- (2) The demand management system must -
 - (a) include timely planning and management processes to ensure that all goods, services and works required by the municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates and are of the appropriate quality and quantity procured at a fair cost;
 - (b) take into account any benefits of economies of scale that may be derived in the case of procurements of a repetitive nature;
 - (c) provide for the compilation of the required specifications to ensure that municipal needs are met;
 - (d) allow for the undertaking of appropriate industry analysis and research to ensure that innovations and technological benefits are maximized.
- (3) The accounting officer must, prior to issuing an invitation to bid-

- (a) properly plan for, and, as far as possible, accurately estimate the costs for the provision of goods, services and/or works for which an invitation to bid is to be issued;
 - (b) determine the appropriate preference point system to be utilized in the evaluation and adjudication of bids to be received in response to the contemplated invitation to bid; and
 - (c) determine whether the goods, services and/or works for which an invitation to bid is to be issued has been designated for local production and content in terms of section 9 of the Preferential Procurement Regulations and paragraph 29(5) of this policy.
- (4) The accounting officer must indicate in an invitation to submit a bid and in the applicable bid specification or terms of reference-
- (a) that such bid will be evaluated on functionality and, in such event, the following shall be clearly stated:
 - (i) the evaluation criteria for measuring functionality which criteria must be objective;
 - (ii) the weight of each criterion which should not be generic but be determined separately for each bid on a case by case basis;
 - (iii) the applicable values that will be utilized when scoring each criterion which values must be objective;
 - (iv) the minimum qualifying score for functionality in order to enable the bid concerned to be further evaluated in terms of this policy provided that the aforesaid qualifying score:
 - (a) should not be generic but be determined separately for each bid on a case by case basis; and
 - (b) should not be prescribed so low that it may jeopardize the quality of the service or works required nor be so high that it may be restrictive to the extent that it jeopardizes the fairness of the supply chain management system;
 - (b) the fact that no bid will be regarded as an acceptable bid if the bidder or the goods, services and/or works to be procured, as the case may be, fails to achieve the minimum qualifying score for functionality as indicated in the invitation to bid and the relevant bid specification or terms of reference; and
 - (c) that bids that have achieved the minimum qualification score for functionality will be evaluated further in terms of the preference point systems referred to in paragraphs 29.5 and 29.6 of this policy.
- (5) Any system designed in terms of this paragraph shall take cognizance of the provisions of this policy.

11. System of acquisition management

The accounting officer must implement an efficient system of acquisition management in order to ensure -

- (1) that goods, services and works are procured by the municipality in accordance with authorized processes only;
- (2) that expenditure on goods, services and works is incurred in terms of an approved budget in terms of section 15 of the Act;
- (3) that the threshold values for the different procurement processes are complied with;
- (4) that bid documentation, evaluation and adjudication criteria and the general conditions of a contract, are in accordance with any applicable legislation; and
- (5) that any Treasury guidelines on acquisition management are properly taken into account.

12. Range of procurement processes

- (1) Goods and services may only be procured by way of -
 - (a) at least one written quotation for procurements of a up to R2,000 (VAT included);
 - (b) formal written quotations for procurements of a transaction value over R2,000 up to R30,000 (VAT included);
 - (c) formal written price quotations for procurements of a transaction value over R30,000 up to R200,000 provided that, in addition to any other relevant requirements contained in this policy, procurement invitations shall be advertised for at least seven days on the website and an official notice board of the municipality;
 - (d) a competitive bidding process for -
 - (i) procurements above a transaction value of R200 000 (VAT included); and
 - (ii) the procurement of long term contracts.
- (2) The accounting officer may, in writing:
 - (a) lower but not increase, the different threshold values specified in subparagraph (1) above; or
 - (b) direct that written or verbal quotations be obtained for any specific procurement of a transaction value lower than R2000;
 - (c) direct that formal written price quotations be obtained for any specific procurement of a transaction value lower than R10 000; or
 - (d) direct that a competitive bidding process be followed for any specific procurement of a transaction value lower than R200 000.
- (3) Procurement invitations may not deliberately be split into parts or items of a lesser value than the threshold amounts referred to in subparagraph (1) merely to avoid compliance with the requirements of this policy or any applicable legislation. When determining transaction values, a requirement for goods, services or works consisting

of different parts or items must, as far as possible, be treated and dealt with as a single transaction.

13. Special categories of bidders and suppliers

In order to promote B-BBEE and comply with applicable legislation including the Codes of Good Practice, this policy recognizes the following special categories of bidders and suppliers:

13.1 Exempted Micro-Enterprise

- (a) An exempted Micro-Enterprise (EME) is an entity with an annual turnover of R5 million or less provided that this amount may be reduced in accordance with sector charter thresholds for specific sectors or industries.
- (b) The current thresholds for the Tourism and Construction Sector charters are R2.5 million and R1.5 million respectively.
- (c) Exempted Micro-Enterprises are deemed to possess a B-BBEE Status of "Level Four Contributor", having a B-BBEE procurement recognition of 100%, provided that:
 - (i) an EME that has at least 75% black beneficiaries qualifies for elevation to "Level One Contributor", having a B-BBEE recognition level of 135%; and
 - (ii) an EME that has at least 51% black beneficiaries qualifies for elevation to "Level Two Contributor", having a B-BBEE recognition level of 125%.
- (d) An EME is only required to obtain a sworn affidavit annually confirming information set out in subparagraph 29.8.

13.2 Qualifying Small Enterprise

- (a) Any enterprise with an annual Total Revenue of between R10 million and R50 million qualifies as a Qualifying Small Enterprise provided that this amount may be amended in accordance with sector charter thresholds for specific sectors or industries;
- (b) Enterprises claiming qualifying small enterprise (QSE) status must include in any bid submitted to the municipality, an original and valid B-BBEE status level certificate or a certified copy thereof, substantiating their B-BBEE rating. This certificate must be issued by a verification agency accredited by SANAS or a Registered Auditor approved by the Independent Regulatory Board of Auditors.

13.3 Start-up enterprises

- (a) Start-up enterprises must be measured as Exempted Micro-Enterprises for the first year following their formation or incorporation. This provision applies regardless of the expected total revenue of the start-up enterprise.
- (b) Start-up Enterprises are deemed to have a "B-BBEE Status of Level Four Contributor".
- (c) In order to qualify as a Start-up Enterprise, the enterprise must provide an independent confirmation of its status.

- (d) Notwithstanding subparagraphs (a) and (b), Start-up Enterprises must submit a QSE Scorecard when tendering for any contract or seeking any other business with a value higher than R10 million but less than R50 million. For contracts above R50 million, they should submit the generic scorecard. The preparation of such scorecards must use annualised data.
- (e) The accounting officer shall reserve the right to require a Start-up Enterprise referred to in subparagraph (d) to submit a verification certificate issued by either a verification agency approved by SANAS or a Registered Auditor approved by the Independent Regulatory Board of Auditors.

14. General preconditions for consideration of written quotations or bids

A written quotation or bid may not be considered unless the bidder who submitted the quotation or bid concerned -

- (1) has furnished his -
 - (a) full name or names including trading name;
 - (b) identification number or company or other registration number;
 - (c) tax reference number and VAT registration number, if any;
- (2) where an envisaged award is greater than R15000, the bidder has provided the municipality with either;
 - (a) an **original** valid tax clearance certificate from the South African Revenue Services stating that his tax matters are in order;
 - (b) a SARS tax reference number and PIN or TCC number (and has therefore authorised the municipality to obtain a tax clearance that the provider's tax matters are in order); or
 - (c) sufficient information so as to enable the municipality to confirm such bidder's tax status on the Central Supplier Database (CSD).
- (3) has, where applicable, provided the municipality with either;
 - (a) a copy of a registration certificate from the Construction Industry Development Board to the effect that he holds a valid registration certificate issued by the Board; or
 - (b) sufficient information so as to enable the municipality to confirm such bidder's registration on the CIDB (Construction Industry Development Board) website.
- (4) where an envisaged award is greater than R30000, the bidder has provided the municipality with a "Certificate of Independent Bid Determination" on Form MBD 9 or a similar form;
- (5) Where an envisaged award is greater than R15000, the bidder has provided either;
 - (a) a certificate issued by the municipality or any other municipality to which he may be indebted to the effect that he and, in the event of the bidder being a company, also any of its directors, is not indebted to the municipality or to any other municipality or municipal entity for rates, taxes and/or municipal service charges which are in arrear for a period of more than three months and that no dispute exists between such bidder and municipality or municipal entity concerned in respect of any such arrear amounts; or

- (b) a duly completed and signed Certificate for Municipal Services which contains the following information:
 - (i) Tender/quotation reference or description;
 - (ii) Name of bidder;
 - (iii) Names, physical addresses and municipal account numbers of all bidders and, where applicable, directors of bidders; and
 - (iv) a declaration to the effect that the bidder and, where applicable, director(s) of the bidder have no undisputed commitments for municipal services towards a municipality or municipal entity in respect of which payment is overdue for more than 30 days; or
- (6) where an envisaged award is greater than R30000, the bidder has submitted a Declaration of Interest form, MBD 4 or similar certifying -
 - (a) that he is not in the service of the state or has been in the service of the state in the previous twelve months;
 - (b) that, in the event of the bidder not being a natural person, none of its directors, managers, principal shareholders or stakeholders are in the service of the state nor have they been in the service of the state in the previous twelve months;
 - (c) that neither his spouse, child or parent nor a director, manager, shareholder or stakeholder referred to in subparagraph (b) is in the service of the state or has been in the service of the state in the previous twelve months;
 - (d) that he is not an advisor or consultant contracted by the municipality to advise it on the procurement under consideration;

This paragraph must be read in conjunction with paragraph 22 of this policy.

15. Lists of accredited prospective providers

- (1) The accounting officer must -
 - (a) keep a list of accredited prospective providers of goods and services that must be used for procurements through written or verbal quotations and formal written price quotations; and
 - (b) at least once a year through newspapers commonly circulating locally, the municipal website and any other appropriate ways, invite prospective providers of goods or services to apply for evaluation and listing as accredited prospective providers;
 - (c) specify the listing criteria for accredited prospective providers; and
 - (d) disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.
- (2) The aforesaid list must be updated at least quarterly to include any additional prospective providers and any new commodities or types of services. Prospective providers must be allowed to submit applications for listing at any time.
- (3) The aforesaid list must also be compiled per commodity and per type of service.

- (4) The only listing criterion for accreditation per subparagraph (1)(c) is that, as per paragraph 2(6), prospective providers must be successfully registered on the CSD (Central Supplier Database).
- (5) Prospective service providers who are not registered on the CSD (Central Supplier Database) are not precluded from submitting bids. Contracts, however, may not be concluded with bidders who are not registered and verified on the central supplier database. The accounting officer **may** give any bidder seven (7) days written notice to produce proof of registration on the central supplier database. Failure to produce proof of such registration will result in the bid being made non-responsive.

16. Petty cash purchases

- (1) Petty cash purchases up to R70 may be made in accordance with the Imprest Petty Cash policy of the municipality.
- (2) The accounting officer may delegate responsibility for the management of petty cash to an official directly or indirectly reporting to the chief financial officer.
- (3) No item that is an approved stores item may be purchased by means of a petty cash transaction.
- (4) No fixed asset regardless of value may be purchased through petty cash.
- (5) The council must, from time to time, determine the maximum amount of the permissible petty cash expenditure per month;
- (6) A monthly reconciliation report must be provided to the chief financial officer within 5 working days of the end of each month by the official authorized to make petty cash purchases and such report shall contain particulars of each final award made by such official during that month, including:
 - (a) the total amount of petty cash purchases for that month; and
 - (b) receipts and supporting documents for each purchase.

17. Written or verbal price quotations

The conditions for the procurement of goods or services through written or verbal quotations are as follows:

- (1) Quotations must be obtained from at least three different providers preferably from, but not limited to, providers whose names appear on the list of accredited prospective providers of the municipality, provided that if quotations are obtained from providers who are not so listed, such providers must meet the listing criteria determined by the accounting officer in terms of paragraph 15(1)(c) of this policy;
- (2) To the extent feasible, providers must be requested to submit such quotations in writing;
- (3) If it is not possible to obtain at least three quotations, the reasons for such inability as approved by the accounting officer under a deviation must be recorded on the invitation to submit quotations and reported monthly to the chief financial officer;
- (4) The designated officer must record the names of the potential providers requested to provide quotations with their quoted prices; and

- (5) If a quotation was submitted verbally, the order may be placed only against written confirmation of the price and conditions of supply from the selected provider within the period stipulated in the invitation to submit quotations.

18. Formal written price quotations

The conditions for the procurement of goods or services through formal written price quotations, are as follows:

- (1) Quotations must be obtained in writing from at least three different providers whose names appear on the list of accredited prospective providers of the municipality;
- (2) In the event of it not being possible to obtain quotations from at least three different providers whose names appear on the list of accredited prospective providers of the municipality, quotations may be obtained from providers who are not so listed, provided that such providers meet the listing criteria determined by the accounting officer in terms of paragraph 15(1)(c) of this policy and, provided further, that the reasons for obtaining such quotations from the providers concerned as approved by the accounting officer under a deviation must be recorded and reported monthly to the chief financial officer.

19. Procedures for procuring goods or services through written or verbal quotations and formal written price quotations

The procedure for the procurement of goods or services through written or verbal quotations or formal written price quotations is as follows:

- (1) When using the list of accredited prospective providers, the accounting officer must promote ongoing competition amongst providers by inviting providers to submit quotations on a rotation basis;
- (2) All requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of paragraph 17, be advertised for at least seven days on the website of and on the official notice board of the municipality;
- (3) Offers received must be evaluated on a comparative basis taking into account unconditional discounts;
- (4) Offers below R30 000 (all taxes included) must be awarded based on compliance with specifications, conditions of contract, ability, capacity and capability to deliver the required goods and/or services and lowest price; provided that the accounting officer may direct, in appropriate cases, that the applicable provisions of the Preferential Procurement Regulations be applied in respect of the calculation of preference points for price;
- (5) Offers above R30 000 (all applicable taxes included) must be awarded based on the applicable provisions of the Preferential Procurement Regulations;
- (6) Prior to the award of a contract with a price in excess of R200 000, the designated official must verify the status of recommended bidders (including their directors(s), owners(s) or trustee(s)) by checking the Data Base of Restricted Suppliers maintained by National Treasury in order to ensure that no recommended bidder or any of its directors/owners/trustees are listed as companies or persons prohibited from doing

business with the public sector;

- (7) A call for quotations in terms of the preceding paragraphs must be in writing and contain a specification for the goods and/or services to be procured and if applicable, details of the preference points system to be used in adjudicating quotations;
- (8) The designated official must, in writing, notify the chief financial officer within 3 days after the end of each month of all written, verbal and formal written price quotations accepted or approvals given in terms of this paragraph; and

The chief financial officer must ensure that adequate systems are in place to meet the requirements to record such matters for proper record keeping;

- (9) Where the award is greater than R30000, the procurement award must be made to the bidder who scored the highest points in accordance with the stipulated preference points system.

20. Competitive bidding process

- (1) Subject to paragraph 11(2) of this policy, goods, services or works above a transaction value of R200 000 (VAT included) and long term contracts may only be procured through a competitive bidding process.
- (2) Subject to subparagraph (3), no requirement for goods or services above an estimated transaction value of R200 000 (VAT included) may deliberately be split into parts or items of lesser value merely for the sake of procuring the goods or services otherwise than through a competitive bidding process.
- (3) The accounting officer may split large procurements into smaller contracts (units) to provide opportunities for emerging entrepreneurs. This procedure may only be followed when technically, logistically and financially feasible.
- (4) A senior manager responsible for a vote must submit the under-mentioned information to the chief financial officer prior to the publication of any public invitation of bids in respect of procurements estimated to exceed R10m (all taxes included):
 - (a) proof that budgetary provision exists for the procurement concerned;
 - (b) details of any ancillary budgetary implications related to the bid concerned;
 - (c) details of any multi-year budgetary implications associated with a project which will be undertaken over a period of more than one year as well as details of the anticipated expenditure per financial year.
- (5) A procurement referred to in subparagraph (4) may only be advertised for competitive bids after the chief financial officer has verified in writing that budgetary provision exists to enable the relevant project to commence.
- (6) Procurement requirements referred to in subparagraph (4) may not be deliberately split into parts or items of lesser value merely to avoid the information being submitted.

21. Process for competitive bidding

The procedures for the following stages of a competitive bidding process are as follows:

- (1) Compilation of bidding documentation as detailed in paragraph 22;

- (2) Public invitation of bids as detailed in paragraph 23;
- (3) Site meetings or briefing sessions as detailed in paragraph 23;
- (4) Handling of bids submitted in response to public invitation as detailed in paragraph 24;
- (5) Evaluation of bids as detailed in paragraph 31;
- (6) Award of contracts as detailed in paragraph 32;
- (7) Administration of contracts - after the award of a bid, the accounting officer and the bidder must enter into a written agreement.
- (8) Proper record keeping;
- (9) Original/legal copies of written contractual agreements should be kept in a secure place for reference and audit purposes.

22. Bid documentation for competitive bids

Bid documentation for a competitive bidding process must, in addition to compliance with the requirements listed in paragraph 14, comply with the following requirements:

- (1) Take into account -
 - (a) the general conditions of contract and any special conditions of contract, if specified;
 - (b) any Treasury guidelines on bid documentation;
 - (c) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction works;
 - (d) relevant B-BBEE verification and certification requirements;
 - (e) relevant local content or production requirements.
- (2) Include the preference points system to be used in adjudicating bids;
- (3) Compel bidders to declare, by means of an affidavit, any conflict of interest they may have in the transaction for which the bid is submitted;
- (4) If the value of the transaction is expected to exceed R5 million (VAT included), require bidders to furnish -
 - (a) if the bidder is required by law to prepare annual financial statements for auditing, his audited annual financial statements -
 - (i) for the past three years; or
 - (ii) since establishment, if established during the past three years;
 - (b) a certificate signed by the bidder certifying that he has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;
 - (c) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or

dispute concerning the execution of such contracts;

- (d) a statement indicating whether or not any portion of the goods or services required by the municipality are expected to be sourced from outside the Republic, and, if so, what portion and also whether or not any portion of the payment to be made by the municipality is expected to be transferred out of the Republic; and
- (5) Stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation) or, when unsuccessful, in a South African court of law.

23. Public invitation for competitive bids

- (1) The procedure for the invitation of competitive bids is as follows:
 - (a) any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the municipality, National Treasury eTender Publication Portal and in any other appropriate or legislatively required manner (which may include an advertisement in the Government Tender Bulletin); and
 - (b) the information contained in such public advertisement, must include -
 - (i) the name of the municipality, the bid number, the bid description;
 - (ii) the physical location where the goods, services or works specified in the bid are required;
 - (iii) the closing date and time of the bid;
 - (iv) the Municipality contact details including postal and physical address, telephone number and e-mail address;
 - (v) the physical location where hard copies of the bid can be collected;
 - (vi) the physical location where bids should be delivered;
 - (vii) a listing of all required bid documents to be submitted together with the bids)
 - (viii) subject to subparagraph 2, the closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million (VAT included) or which are of a long term nature or 14 days in any other case, reckoned from the date on which the advertisement is first placed in the aforesaid newspapers;
 - (ix) a statement that bids may only be submitted on the bid documentation provided by the municipality; and
 - (x) the date, time and venue of any compulsory site meeting or briefing session;
 - (xi) a statement to the effect that a bid from a prospective bidder who did not attend a prescribed compulsory site meeting or briefing session referred to in subparagraph (iii) will not be considered.

- (2) The accounting officer may determine a closure date for the submission of bids which is less than the 30 or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or in any exceptional case where it is impractical or impossible to follow the official procurement process and such fact shall, for auditing purposes, be recorded in the authority to invite bids.

Amendments before the closing date: The municipality is entitled to amend any bid condition, validity period, specification or plan, or extend the closing date of such a bid or quotation before the closing, provided that such amendments or extensions are advertised and/or that all bidders whom bid documents have been issued, are advised in writing per e-mail or by fax of such amendments or of the extension clearly reflecting the new closing date and time. For this reason, officials and authorised service providers issuing bids shall keep a record of the names, addresses and contact numbers of the persons or enterprises to whom bid documents have been issued.

- (3) Bids submitted must be sealed and marked in a manner stipulated in the invitation to bid.
- (4) Where bids are requested in electronic format, such bids must be supplemented by hard copies in sealed envelopes which must be deposited in the "bid box" on by the closing time for the receipt of bids on the bid closing date as stipulated in the invitation to bid.
- (5) Where the municipality invites expressions of interest or bids for construction works with a value in excess of R200 000 it must publish such invitations on the website of the CIDB.
- (6) The municipality must also comply with the applicable provisions of the Standard for Uniformity in Construction Procurement contained in Board Notice No. 86 of 2010 issued by the Construction Industry Development Board insofar as such provisions relate to the invitation of bids which are invested in terms of the competitive bidding procurement processes.

24. Procedure for handling, opening and recording of bids

The procedures for the handling, opening and recording of bids, are as follows:

- (1) Bids -
 - (a) must be opened only in public;
 - (b) must be opened at the same time and as soon as possible after the published closing time or period for the submission of bids; and
 - (c) received after the published closing time or period should not be considered and be immediately returned to the bidder, unopened;
- (2) Any bidder or member of the public has the right to request that the names of the bidders who submitted bids by the closing time or period be read out and, if practical, also each bidder's total bidding price;
- (3) No information, except the information referred to in subparagraph (2), relating to a bid should be disclosed to bidders or other persons until the successful bidder is notified of the award of the relevant bid; and

-
- (4) The designated official from the Corporate Service directorate opening received bids must -
- (a) record in a register, all bids received by the closing time or period for the submission of same and such register shall contain as least the following information in addition to such information as may be prescribed in terms of section 75 of the Act:
 - (i) the reference number of the bid concerned;
 - (ii) the description of the relevant goods, services or works project to be procured;
 - (iii) the names of all bidders;
 - (iv) where practical, the total price submitted by all bidders that submitted bids in relation to the relevant bid invitation;
 - (b) make the aforesaid register available for public inspection during the normal office hours of the municipality; and
 - (c) publish the entries in the aforesaid register on the website of the municipality within ten (10) working days from the date referred to in subparagraph (1) and ensure that such entries remain on the website for a period of at least thirty (30) days from date of publication.

25. Negotiations with preferred bidders

- (1) The accounting officer may negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation -
 - (a) does not allow any preferred bidder a second or unfair opportunity;
 - (b) is not to the detriment of any other bidder;
 - (c) does not lead to a higher price than the bid as submitted; and
 - (d) will not be contrary to any legal requirement or amount to a prohibited practice.
- (2) Minutes of such negotiations must be kept for record and audit purposes.

26. Two-stage bidding process

- (1) A two-stage bidding process is permissible for -
 - (a) large complex projects;
 - (b) projects where it may be undesirable to prepare complete detailed technical specifications; or
 - (c) long term projects with a duration period exceeding three years.
- (2) In the first stage, technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial

clarifications and adjustments.

- (3) In the second stage, final technical proposals and priced bids should be invited.

27. Committee system for competitive bids

- (1) The accounting officer shall establish a procurement committee system for competitive bids consisting of at least the following committees:
- (a) a bid specification committee;
 - (b) a bid evaluation committee; and
 - (c) a bid adjudication committee;
- (2) The accounting officer shall, in writing, appoint the members of each committee in respect of each competitive bid invitation, taking into account the provisions of section 117 of the Act in terms of which no councillor may be a member of any such committee nor attend any of its meetings as an observer.
- (3) A neutral or independent observer other than an Ndlambe Councillor, appointed by the accounting officer, may attend or oversee a committee when this is appropriate for ensuring fairness and promoting transparency.
- (4) The committee system must be consistent with -
- (a) paragraphs 28, 31 and 32 of this policy; and
 - (b) any other applicable legislation.
- (5) The accounting officer may, in appropriate cases and in his sole discretion, apply the committee system to formal written price quotations.

28. Bid specification committees

- (1) A bid specification committee must compile the specifications or, where applicable, the terms of reference for the procurement of goods, services or works by the municipality.
- (2) A bid specification committee must be composed of one or more officials of the municipality preferably the line manager responsible for the function concerned and may, when appropriate, include external specialist advisors.
- (3) No person, advisor or corporate entity involved with the bid specification committee or director of such a corporate entity may bid for any resulting contracts.
- (4) Where a bid specification or terms of reference are compiled with due regard to the findings and recommendations contained in a prior, associated feasibility study, the person, advisor or corporate entity who or which prepared the said feasibility study may be prohibited from bidding for the resulting contracts in circumstances where such person, advisor or corporate entity may or is likely to obtain an unfair advantage or where a conflict of interest may arise.
- (5) A specification or terms of reference referred to in this paragraph must be approved by the accounting officer in writing prior to publication of the invitation for bids in terms of paragraph 23.

29. Bid Specifications and related matters

29.1 General Requirements

Bid Specifications terms of reference, as the case may be -

- (1) must be drafted in an unbiased manner to allow all potential suppliers to offer their goods or services to the municipality;
- (2) must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organization or an authority accredited or recognized by the South African National Accreditation System with which the equipment or material or workmanship should comply;
- (3) must, where possible, be described in terms of performance required rather than in terms of descriptive characteristics for design;
- (4) may not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labelling of conformity certification;
- (5) may not make reference to any particular trade mark, name, patent, design, type, specific origin or producer unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the word "equivalent";

29.2 Tenders to be evaluated on functionality

- (1) The municipality must state in the tender documents if the tender will be evaluated on functionality.
- (2) The evaluation criteria for measuring functionality must be objective.
- (3) The tender documents must specify-
 - (a) the evaluation criteria for measuring functionality;
 - (b) the points for each criteria and, if any, each sub-criterion; and
 - (c) the minimum qualifying score for functionality.
- (4) The minimum qualifying score for functionality for a tender to be considered further-
 - (a) must be determined separately for each tender; and
 - (b) may not be so-
 - (i) low that it may jeopardise the quality of the required goods or services; or
 - (ii) high that it is unreasonably restrictive.
- (5) Points scored for functionality must be rounded off to the nearest two decimal places.
- (6) A tender that fails to obtain the minimum qualifying score for functionality as indicated in the tender documents is not an acceptable tender.
- (7) Each tender that obtained the minimum qualifying score for functionality must be evaluated further in terms of price and the preference point system and any objective criteria envisaged in subparagraph 29.3.

(8) Prior to publication or submission to the Bid Specification Committee all matters relating to functionality be signed off by the Supply Chain Manager.

29.3 Identification of preference point system, designated sector, pre-qualification criteria, objective criteria and subcontracting

The municipality must-

- (1) determine and stipulate in the tender documents-
 - (a) the preference point system applicable to the tender as envisaged in subparagraphs 29.5 and 29.6; or
 - (b) if it is unclear which preference point system will be applicable, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system;
- (2) determine whether pre-qualification criteria are applicable to the tender as envisaged in subparagraph 29.3;
- (3) determine whether the goods or services for which a tender is to be invited, are in designated sector for local production and content as envisaged in subparagraph 29.7;
- (4) determine whether compulsory subcontracting is applicable to the tender as envisaged in subparagraph 29.9; and
- (5) determine whether objective criteria are applicable to the tender as envisaged in subparagraph 29.10.1.

29.4 Pre-qualification criteria for preferential procurement

- (1) If the municipality decides to apply pre-qualifying criteria to advance certain designated groups, it must advertise the tender with a specific tendering condition that only one or more of the following tenderers may respond-
 - (a) a tenderer having a stipulated minimum B-BBEE status level of contributor;
 - (b) an EME or QSE;
 - (c) a tenderer subcontracting a minimum of 30% to-
 - (i) an EME or QSE which is at least 51% owned by black people;
 - (ii) an EME or QSE which is at least 51% owned by black people who are youth;
 - (iii) an EME or QSE which is at least 51% owned by black people who are women;
 - (iv) an EME or QSE which is at least 51% owned by black people with disabilities;
 - (v) an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;
 - (vi) a cooperative which is at least 51% owned by black people;
 - (vii) an EME or QSE which is at least 51% owned by black people who are military veterans;
 - (viii) an EME or QSE.
- (2) A tender that fails to meet any pre-qualifying criteria stipulated in the tender documents is an unacceptable tender

29.5 80/20 preference point system for acquisition of goods or services for Rand value equal to or above R30 000 and up to R50 million

- (1) The following formula must be used to calculate the points out of 80 for price in respect of a tender with a Rand value equal to or above R30 000 and up to a Rand value of R50 million, inclusive of all applicable taxes:

$$Ps = 80 \left[1 - \frac{Pt - Pmin}{Pmin} \right]$$

Where:

Ps = Points scored for comparative price of bid or offer under consideration;

Pt = Comparative price of bid or offer under consideration; and

Pmin = Comparative price of lowest acceptable bid or offer.

- (2) The following table must be used to calculate the score out of 20 for B-BBEE:

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

- (3) A tenderer must submit proof of its B-BBEE status level of contributor.

- (4) A tenderer failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified, but-

- (a) may only score points out of 80 for price; and
- (b) scores 0 points out of 20 for B-BBEE.

- (5) A tenderer may not be awarded points for B-BBEE status level of contributor if the tender documents indicate that the tenderer intends subcontracting more than 25% of the value of the contract to any other person not qualifying for at least the points that the tenderer qualifies for, unless the intended subcontractor is an EME that has the capability to execute the subcontract.

- (6) The points scored by a tenderer for B-BBEE in terms of subregulation (2) must be added to the points scored for price under subregulation (1).

- (7) The points scored must be rounded off to the nearest two decimal places.

(8) Subject to subregulation (9) and regulation 11, the contract must be awarded to the tenderer scoring the highest points.

(9) (a) If the price offered by a tenderer scoring the highest points is not market-related, the municipality may not award the contract to that tenderer.

(b) The municipality may-

(i) negotiate a market-related price with the tenderer scoring the highest points or cancel the tender;

(ii) if the tenderer does not agree to a market-related price, negotiate a market-related price with the tenderer scoring the second highest points or cancel the tender;

(iii) if the tenderer scoring the second highest points does not agree to a market-related price, negotiate a market-related price with the tenderer scoring the third highest points or cancel the tender.

(c) If a market-related price is not agreed as envisaged in subparagraph (b)(iii), the municipality must cancel the tender.

29.6 90/10 preference point system for acquisition of goods or services with Rand value above R50 million

(1) The following formula must be used to calculate the points out of 90 for price in respect of a tender with a Rand value above R50 million, inclusive of all applicable taxes:

$$Ps = 90 \left[1 - \frac{Pt - Pmin}{Pmin} \right]$$

Where:

Ps = Points scored for comparative price of bid or offer under consideration;

Pt = Comparative price of bid or offer under consideration; and

Pmin = Comparative price of lowest acceptable bid or offer.

(2) The following table must be used to calculate the points out of 10 for B-BBEE:

B-BBEE Status Level of Contributor	Number of Points
1	10
2	9
3	6
4	5
5	4
6	3
7	2
8	1
Non-compliant contributor	0

-
- (3) A tenderer must submit proof of its B-BBEE status level of contributor.
- (4) A tenderer failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified, but-
- (a) may only score points out of 90 for price; and
 - (b) scores 0 points out of 10 for B-BBEE.
- (5) A tenderer may not be awarded points for B-BBEE status level of contributor if the tender documents indicate that the tenderer intends subcontracting more than 25% of the value of the contract to any other person not qualifying for at least the points that the tenderer qualifies for, unless the intended subcontractor is an EME that has the capability to execute the subcontract.
- (6) The points scored by a tenderer for B-BBEE in terms of subregulation (2) must be added to the points scored for price under subregulation (1).
- (7) The points scored must be rounded off to the nearest two decimal places.
- (8) Subject to subregulation (9) and regulation 11, the contract must be awarded to the tenderer scoring the highest points.
- (9)
- (a) If the price offered by a tenderer scoring the highest points is not market-related, the municipality may not award the contract to that tenderer.
 - (b) The municipality may-
 - (i) negotiate a market-related price with the tenderer scoring the highest points or cancel the tender;
 - (ii) if the tenderer does not agree to a market-related price, negotiate a market-related price with the tenderer scoring the second highest points or cancel the tender;
 - (iii) if the tenderer scoring the second highest points does not agree to a market-related price, negotiate a market-related price with the tenderer scoring the third highest points or cancel the tender.
 - (c) If a market-related price is not agreed as envisaged in subparagraph (b)(iii), the municipality must cancel the tender.

29.7 Local production and content

- (1) Where, in the case of bids in designated sectors, local production and content is of critical importance, the invitation to tender and relevant bid documentation must clearly state, as a specific bid condition, that only locally produced goods, services or works or locally manufactured goods, with a stipulated minimum threshold for local production and content, will be considered.
- (2) The relevant bid documentation must also stipulate:
- (a) that the exchange rate to be used for the calculation of local content or local production will be the exchange rate published by the South African Reserve Bank at 12:00 on the date of advertisement of the bid;
 - (b) that only the South African Bureau of Standards (SABS) approved technical specification number SATS 1286:201x will be used to calculate local content in accordance with the following formula:

$$LC = 1 - \left[\frac{X}{\quad} \right] \times 100$$

Where

- x imported content
- y bid price excluding value added tax (VAT)

and that the prices referred to in the determination of x must be converted to Rand (ZAR) by using the exchange rate published by the South African Reserve Bank at 12:00 on the date, one week (7 calendar days) prior to the closing date of the bid;

- (c) that Form MBD 6.2 (Declaration Certificate for Local Content) issued by National Treasury, duly completed and signed, must form part of the bid documentation;
 - (d) that the municipality reserves the right to verify the accuracy of the rates of exchange quoted by the bidder in paragraph 4.1 of the aforesaid Certificate.
- (3) The accounting officer may decide to include in any bid documentation a specific bidding condition that only locally produced goods, services or works or locally manufactured goods with a stipulated minimum threshold for local production and content will be considered on condition that such prescript and threshold(s) are in accordance with the specific directives issued for this purpose by National Treasury in consultation with the Department of Trade and Industry and, in such event, the requirements stipulated in subparagraph (2) shall be inserted in the relevant bid documentation.
- (4) Where necessary, bid documentation for bids referred to in subparagraph (1) may state that a two-stage bidding process will be followed, where the first stage will involve functionality and minimum threshold for local production and content and the second stage price and B-BBEE status with the possibility of price negotiations only with the short listed bidders with a view to effecting cost savings in circumstances where the tendered prices are obviously inflated or to ensure the award of the bid concerned within budgetary constraints provided that, where such negotiations take place, the principles contained in paragraph 25.1 of this policy shall be applied.
- (5) Any bid documentation issued in terms of this subparagraph must be capable of being measured and audited.
- (6) A tender that fails to meet the minimum stipulated threshold for local production and content is an unacceptable tender.

29.8 B-BBEE status level certificates and scorecards

Bid documentation must provide that:

- (1) Those bidders who qualify as Exempted Micro Enterprises (EME's) in terms of the Broad-Based Black Economic Empowerment Act, must submit, together with their bid, either;
 - (a) an original or certified copy of a certificate to this effect issued by either;
 - (i) a registered auditor, accounting officer (as contemplated in section 60(4) of

the Close Corporations Act, 1984 (Act No. 69 of 1984)); or
(ii) an accredited verification agency;

provided that a certificate issued by an Accounting Officer of a closed corporation must be on his letterhead which should also contain his practice number and contact number clearly specified on the face of such certificate;

(b) an original or certified copy of a sworn affidavit confirming Annual Total Revenue of R10 million or less and Level of Black ownership; or

(c) an original or certified copy of a certificate issued by Companies and Intellectual Property Commission (CIPC) on an annual basis, confirming Annual Total Revenue of R10 million or less and Level of Black ownership.

Any misrepresentation in terms of this subparagraph constitutes a criminal offence as set out in the B-BBEE Act as amended.

- (2) Bidders other than Exempted Micro-Enterprises (EME's) must submit, with their bid, their original and valid B-BBEE Status Level Verification Certificate complying at least with the provisions of subparagraphs (5) and (6) below, or a certified copy thereof, in support of their B-BBEE rating.
- (3) A trust, consortium or joint venture will qualify for points for its B-BBEE status level as a legal entity, provided it submits its B-BBEE Status Level Verification Certificate with its bid.
- (4) A trust, consortium or joint venture will qualify for points for its B-BBEE status level as an unincorporated entity, provided that it submits its consolidated B-BBEE scorecard as if were a group structure and, provided further, that such a consolidated B-BBEE scorecard is prepared for every separate bid.
- (5) As a minimum requirement, all valid B-BBEE Status Level Verification Certificates should have the following information detailed on the face of the certificate:
 - The name and physical location of the measured entity;
 - The registration number and, where applicable, the VAT number of the measured entity;
 - The date of issue and date of expiry;
 - The certificate number for identification and reference purposes;
 - The scorecard that was used (for example EME, QSE or Generic);
 - The name and / or logo of the Verification Agency;
 - The SANAS logo;
 - The signature of the authorized person from the Verification Agency concerned; and
 - The B-BBEE Status Level of Contribution obtained by the measured entity.
- (6) The format and content of B-BBEE Status Level Verification Certificates issued by registered auditors approved by the Independent Regulatory Board of Auditors (IRBA) must -

- Clearly identify the B-BBEE approved registered auditor by the auditor's individual registration number with IRBA and the auditor's logo;
- Clearly record an approved B-BBEE Verification Certificate identification reference in the format required by SANAS;
- Reflect relevant information regarding the identity and location of the measured entity;
- Identify the Codes of Good Practice or relevant Sector Codes applied in the determination of the scores;
- Record the weighting points (scores) attained by the measured entity for each scorecard element, where applicable, and the measured entity's overall B-BBEE Status Level of Contribution;
- Reflect that the B-BBEE Verification Certificate and accompanying assurance report issued to the measured entity is valid for 12 months from the date of issuance;
- Reflect both the issuance and expiry date of the Verification Certificate.

29.9 Subcontracting as condition of tender

- (1) A bidder will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended sub-contractor is an exempted micro enterprise that has the capability and ability to execute the sub-contract.
- (2) If feasible to subcontract for a contract above R30 million, the municipality must apply subcontracting to advance designated groups.
- (3) If the municipality applies subcontracting as contemplated in subparagraph (2), the municipality must advertise the tender with a specific tendering condition that the successful tenderer must subcontract a minimum of 30% of the value of the contract to either-
 - (a) an EME or QSE;
 - (b) an EME or QSE which is at least 51% owned by black people;
 - (c) an EME or QSE which is at least 51% owned by black people who are youth;
 - (d) an EME or QSE which is at least 51% owned by black people who are women;
 - (e) an EME or QSE which is at least 51% owned by black people with disabilities;
 - (f) an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;
 - (g) a cooperative which is at least 51% owned by black people;
 - (h) an EME or QSE which is at least 51% owned by black people who are military veterans; or
 - (i) more than one of the categories referred to in paragraphs (a) to (h).
- (4) The municipality must make available the list of all suppliers registered on a database approved by the National Treasury to provide the required goods or services in respect of the applicable designated groups mentioned in subparagraph (3) from which the tenderer must select a supplier.

29.10 Miscellaneous Special Conditions of Contract

Bid documentation must, inter alia, include the following conditions as Special Conditions of Contract:

29.10.1 General

- (1) Only a bidder who has completed and signed the declaration part of a bid may be considered;
- (2) When comparative prices must be calculated, any discounts which have been offered unconditionally will be taken into account;
- (3) A discount which has been offered conditionally will, despite not being taken into account for evaluation purposes, be implemented when payment to a bidder in respect of an accepted bid is effected;
- (4) Points scored in any applicable scoring system will be rounded off to the nearest 2 decimal places.
- (5) Criteria for breaking deadlock in scoring-
 - (a) In the event that two or more bids score equal total points, the successful bid will be the one scoring the highest number of preference points for B-BBEE;
 - (b) However, when functionality is part of the evaluation process and two or more bids have scored equal points including equal preference points for B-BBEE, the successful bid will be the one scoring the highest score for functionality.
 - (c) Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.
- (6)
 - (a) A contract may be awarded to a tenderer that did not score the highest points only in accordance with section 2(1)(f) of the Preferential Procurement Policy Framework Act, 2000.
 - (b) If the municipality intends to apply objective criteria in terms of section 2(1)(f) of the Preferential Procurement Policy Framework Act, 2000, the municipality must stipulate the objective criteria in the tender documents.

29.10.2 Subcontracting after award of tender

- (1) A person awarded a contract may only enter into a subcontracting arrangement with the approval of the municipality.
- (2) A person awarded a contract in relation to a designated sector, may not subcontract in such a manner that the local production and content of the overall value of the contract is reduced to below the stipulated minimum threshold.
- (3) A person awarded a contract may not subcontract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level of contributor than the person concerned, unless the contract is subcontracted to an EME that has the capability and ability to execute the subcontract.

29.10.3 Cancellation of a bid invitation

- (1) The municipality may, before the award of a tender, cancel a tender invitation if-
 - (a) due to changed circumstances, there is no longer a need for the goods or services specified in the invitation;
 - (b) funds are no longer available to cover the total envisaged expenditure;
 - (c) no acceptable tender is received; or
 - (d) there is a material irregularity in the tender process.
- (2) The decision to cancel a tender invitation in terms of subparagraph (1) must be published in the same manner in which the original tender invitation was advertised.
- (3) The municipality may only with the prior approval of the relevant treasury cancel a tender invitation for the second time.

29.10.4 Declarations

A bidder must -

- (1) declare that the information provided in any bid document is true and correct;
- (2) declare that the signatory to a bid document is duly authorised; and
- (3) undertake to submit documentary proof regarding any bidding issue when required to the satisfaction of the municipality.

29.10.5 Remedies

In addition to the action contemplated in paragraph 40 of this policy which shall be read in conjunction with this subparagraph:

- (1) Upon detecting that a tenderer submitted false information regarding its B-BBEE status level of contributor, local production and content, or any other matter required in terms of these Regulations which will affect or has affected the evaluation of a tender, or where a tenderer has failed to declare any subcontracting arrangements, the municipality must-
 - (a) inform the tenderer accordingly;
 - (b) give the tenderer an opportunity to make representations within 14 days as to why-
 - (i) the tender submitted should not be disqualified or, if the tender has already been awarded to the tenderer, the contract should not be terminated in whole or in part;
 - (ii) if the successful tenderer subcontracted a portion of the tender to another person without disclosing it, the tenderer should not be penalised up to 10 percent of the value of the contract; and
 - (iii) the tenderer should not be restricted by the National Treasury from conducting any business for a period not exceeding 10 years with any organ of state; and
 - (c) if it concludes, after considering the representations referred to in subparagraph (1)(b), that-
 - (i) such false information was submitted by the tenderer-
 - (aa) disqualify the tenderer or terminate the contract in whole or in

- part; and
 - (bb) if applicable, claim damages from the tenderer; or
 - (ii) the successful tenderer subcontracted a portion of the tender to another person without disclosing, penalise the tenderer up to 10 percent of the value of the contract.
- (2) (a) the municipality must-
- (i) inform the National Treasury, in writing, of any actions taken in terms of subregulation (1);
 - (ii) provide written submissions as to whether the tenderer should be restricted from conducting business with any organ of state; and
 - (iii) submit written representations from the tenderer as to why that tenderer should not be restricted from conducting business with any organ of state.
- (b) The National Treasury may request the municipality to submit further information pertaining to subregulation (1) within a specified period.

30. Procurement from tertiary institutions

- (1) Where the municipality is in need of a service provided by only tertiary institutions, such services must be procured through a bidding process with the identified tertiary institutions.
- (2) Tertiary institutions referred to in subparagraph (a) will be required to submit their B-BBEE status in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.
- (3) Should the municipality require a service that can be provided by one or more tertiary institutions or public entities and enterprises from the private sector, the appointment of a contractor will be done by means of a bidding process.
- (4) Public entities must be required to submit their B-BBEE status in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.
- (5) For purposes of this paragraph, a bidding process includes a written offer in a prescribed or stipulated form in response to an invitation by the municipality for the provision of services, through price quotations, advertised competitive bidding processes or proposals.

31. Bid evaluation committees

- (1) A bid evaluation committee must, as far as possible, be composed of-
 - (a) officials from departments requiring the goods, services or works; and
 - (b) at least one supply chain management practitioner of the municipality.
- (2) A bid evaluation committee must -
 - (a) evaluate bids in accordance with the relevant bid specification or terms of reference, as the case may be, inclusive of unconditional discounts, sub-contracting and this policy; and
 - (b) evaluate each bidder's ability to execute the contract provided that, where

bids are invited on the basis of functionality as a criterion, they must be evaluated in the following two stages:

(i) First stage - evaluation of functionality

- (aa) bids must be evaluated in terms of the evaluation criteria embodied in the bid specification or terms of reference, as the case may be. The amendment of evaluation criteria, weights, applicable values and/or the minimum qualifying score for functionality after the closure of bids is not allowed as this may jeopardize the fairness of the process;
- (bb) a bid will be considered further if it achieves the prescribed minimum qualifying score for functionality;
- (cc) bids that fail to achieve the minimum qualifying score for functionality must be disqualified;
- (dd) score sheets should be prepared and provided to panel members to evaluate the bids;
- (ee) a score sheet should contain all the criteria and the weight for each criterion as well as the values to be applied for evaluation as indicated in the bid specification or terms of reference concerned;
- (ff) each panel member should, after thorough evaluation, independently award his own value to each individual criterion;
- (gg) score sheets should be signed by panel members and if necessary, a written motivation may be requested from panel members where vast discrepancies in the values awarded for each criterion exist -

provided that if the minimum qualifying score for functionality is indicated as a percentage in the bid specification or terms of reference, as the case may be, the percentage scored for functionality may be calculated as follows:

- (hh) the value awarded for each criterion should be multiplied by the weight for the relevant criterion to obtain the score for the various criteria;
- (ii) the scores for each criterion should be added to obtain the total score; and
- (jj) the following formula should be used to convert the total score to percentage for functionality:

$$Ps = \frac{So}{Ms} \times 100$$

Where:

Ps = percentage scored for functionality by bid under consideration

So = total score of bid under consideration

Ms = maximum possible score

- (k) the percentage of each panel member should be added and divided by the number of panel members to establish the average percentage obtained by each bidder for functionality.

(ii) Second stage - Evaluation in terms of the 80/20 or 90/10 preference point systems

Only bids that achieve the minimum qualifying score / percentage for functionality must be evaluated further in accordance with the bid specification or terms of reference for the bid concerned, as the case may be;

- (c) evaluate bids based on a stipulated minimum threshold for local production and content as required in the relevant bid specification in the following two stages:

(i) First stage - Evaluation in terms of the stipulated minimum threshold for local production and content

- (a) bids must be evaluated in terms of the evaluation criteria stipulated in the bid specification. The amendment of the stipulated minimum threshold for local production and content after the closure of bids is not allowed as this may jeopardize the fairness of the process;
- (b) a bid must be disqualified if:
- the bidder fails to achieve the stipulated minimum threshold for local production and content; and
 - the Declaration Certificate for Local Content (Form MBD 6.2) is not submitted as part of the bid;
- (c) calculate the local content (LC) as a percentage of the bid price in accordance with the SABS approved technical specification number SATS 1286: 201x;
- (d) verify the accuracy of the rates of exchange quoted by the bidder in paragraph 4.1 of the Declaration Certificate for Local Content (Form MBD 6.2);

(ii) Second stage - Evaluation in terms of the 80/20 or 90/10 preference point systems

- (e) only bids that achieve the minimum stipulated threshold for local production and content must be evaluated further in accordance with the relevant preference point system referred to in the bid specification;

- (f) where appropriate, prices may be negotiated only with short listed or preferred bidders. Such negotiations must, however, not prejudice any other bidders;
- (d) check in respect of the recommended bidder whether or not such bidder's municipal rates and taxes and municipal service charges are not in arrears;
- (e) verify the status of recommended bidders (including their directors(s), owners(s) or trustee(s)) by checking the Data Base of Restricted Suppliers maintained by National Treasury in order to ensure that no recommended bidder or any of its directors/owners/trustees are listed as companies or persons prohibited from doing business with the public sector;
- (f) submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter provided that:
 - (i) a contract must be awarded to the bidder who scored the highest total number of points in terms of the preference points systems referred to in paragraphs 29.5 and 29.6 as may be applicable; and
 - (ii) in exceptional circumstances and as provided in paragraph 29.10 of this policy, a contract may be awarded to a bidder that did not score the highest number of points provided that the reasons for such a recommendation must be recorded for audit purposes and be defensible in a court of law.

32. Bid adjudication committees

- (1) A bid adjudication committee must consist of at least four senior managers of the municipality which must include –
 - (a) the chief financial officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer; and
 - (b) at least one senior supply chain management practitioner who is an official of the municipality; and
 - (c) a technical expert in the relevant field who is an official of the municipality if the municipality has such an expert.
- (2) The accounting officer must appoint the chairperson of the committee who shall preferably be the chief financial officer. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting and such election must be recorded in the minutes of the meeting concerned.
- (3) Only with the consent of the accounting officer and upon request by the bid adjudication committee, a member of a bid specification, bid evaluation committee and/or an advisor or person assisting these committees may attend a meeting of a bid adjudication committee only for the purpose of providing clarity and an explanation of difficult technical aspects relating to the bid being adjudicated and without having any right to vote on the said bid being adjudicated.

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- (4) A bid adjudication committee must consider the report and recommendations of the bid evaluation committee submitted in terms of paragraph 31; and either –
- (a) depending on its delegations, make a final award or a recommendation to the accounting officer to make the final award; or
 - (b) make another recommendation to the accounting officer on how to proceed with the relevant procurement.
- (5) If the bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must, prior to awarding the bid –
- (a) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears; and
 - (b) notify the accounting officer.
- (6) The accounting officer may –
- (a) after due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in subparagraph 5; and
 - (b) if the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.
- (7) The accounting officer may, at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.
- (8) If a bid other than the one recommended in the normal course of implementing this policy is approved, the accounting officer must, in writing and within 10 working days, notify the Auditor-General and the National and Provincial Treasuries of the reasons for deviating from such recommendation.
- (9) Subparagraph 8 does not apply if a different bid was approved in order to rectify an irregularity.
- (10) Notwithstanding any provision to the contrary in this paragraph or any other provision in this policy:
- (a) contracts above a value of R10m (all applicable taxes included) may only be awarded to the preferred bidder after the chief financial officer has verified in writing that budgetary provision exists for the procurement concerned and that it is consistent with the Integrated Development Plan of the municipality.
 - (b) during a competitive bidding and adjudication process or before the award of a contract, the accounting officer may, at his/her discretion, specifically request the internal audit function of the municipality or, when so required, an independent external audit service provider (including an organ of state) to carry out audit procedures and provide an opinion on compliance of the bidding process with supply chain management legislation applicable to the municipality.
- (11) The accounting officer shall cause details of all bids awarded through a competitive bidding process to be advertised on the website of the municipality, National eTender
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Publication Portal and such notification shall include at least the following information:

- (a) Contract numbers and description of goods, service or works projects procured;
- (b) Names of the successful bidder(s) and the preference points and B-BBEE level of contribution claimed;
- (c) The contract prices(s);
- (d) Brand names and dates for completion of contracts.
- (e) The contract period;
- (f) Names of Directors; and
- (g) Date of completion/award
- (h) the names of the unsuccessful bidder(s) together with their contact details)

33. Procurement of banking services

- (1) A contract for banking services -
 - (a) must be procured through competitive bidding;
 - (b) must be consistent with section 7 or 85 of the Act; and
 - (c) may not be for a period of more than five years at a time.
- (2) The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.
- (3) The closure date for the submission of bids may not be less than 60 days from the date on which the advertisement is placed in a newspaper in terms of paragraph 23 (1).
- (4) Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990).

34. Procurement of IT related goods or services

- (1) The accounting officer may request the State Information Technology Agency (SITA) to assist with the acquisition of IT related goods or services through a competitive bidding process.
- (2) Both parties must enter into a written agreement to regulate the services rendered by, and the payments to be made to, SITA.
- (3) The accounting officer must notify SITA together with a motivation of the IT needs if -
 - (a) the transaction value of IT related goods or services required in any financial year will exceed R50 million (VAT included); or
 - (b) the transaction value of a contract to be procured, whether for one or more years, exceeds R50 million (VAT included).

- (4) If SITA comments on the submission and the municipality does not agree with such comments, the comments and the reasons for rejecting or not following such comments must be submitted to the council, the National and Provincial Treasuries and the Auditor-General.

35. Procurement of goods and services under contracts secured by other organs of state

- (1) The accounting officer may procure goods or services under a contract secured by another organ of state, but only if -
- (a) the contract has been secured by that other organ of state by means of a competitive bidding process applicable to that organ of state;
 - (b) there is no reason to believe that such contract was not validly procured;
 - (c) there are demonstrable discounts or benefits to do so; and
 - (d) that other organ of state and the provider concerned have consented to such procurement in writing.
- (2) Subparagraphs (1) (c) and (d) do not apply if -
- (a) a municipal entity procures goods or services through a contract secured by its parent municipality; or
 - (b) a municipality procures goods or services through a contract secured by a municipal entity of which it is the parent municipality.

36. Procurement of goods necessitating special safety arrangements

- (1) The acquisition and storage of goods in bulk (other than water), which necessitate special safety arrangements, including gasses and fuel, should be avoided where ever possible.
- (2) Where the storage of goods in bulk is justified, such justification must be based on sound reasons, including the total cost of ownership, cost advantages and environmental impact and must be approved by the accounting officer.

37. Appointment of consultants

- (1) The accounting officer may procure consulting services provided that any Treasury guidelines in respect of consulting services are taken into account when such procurements are made.
- (2) Consultancy services must be procured through competitive bids if -
- (a) the value of the contract exceeds R200 000 (VAT included); or
 - (b) the duration period of the contract exceeds one year.
- (3) In addition to any requirements prescribed by this policy for competitive bids, bidders must furnish particulars of -
- (a) all consultancy services provided to an organ of state in the last five years; and

- (b) any similar consultancy services provided to an organ of state in the last five years.
- (4) The accounting officer must ensure that copyright in any document produced and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised by a consultant in the course of the consultancy service is vested in the municipality.

38. Deviation from, and ratification of minor breaches of, procurement processes

- (1) The accounting officer may -
 - (a) dispense with the official procurement processes established by this policy and procure any required goods or services through any convenient process, which may include direct negotiations, but only -
 - (i) in an emergency;
 - (ii) if such goods or services are produced or available from a single or sole provider only.
 - (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
 - (iv) acquisition of animals for zoos and/or nature and game reserves; or
 - (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and
 - (b) ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.
- (2) The accounting officer must record the reasons for any deviations in terms of subparagraphs (1) (a) and (b) of this policy and must;
 - (a) report them to the next meeting of the council and also include such reasons as a note to the annual financial statements of the municipality;
 - (b) place a notice of the award made with reasons on the eTender Publication Portal within seven (7) working days after the award was made.

39. Unsolicited bids

- (1) An unsolicited bid is a bid that is submitted by a prospective supplier to the municipality without any procurement requirement first having been identified and advertised. This situation arises when a supplier identifies an opportunity to render services or supply products not ordinarily required by the municipality.
- (2) In accordance with section 113 of the Act, there is no obligation upon the municipality to consider unsolicited bids received outside a normal bidding process.

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- (3) The accounting officer may decide in terms of section 113(2) of the Act to consider an unsolicited bid but only if –
- (a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;
 - (b) the product or service will be exceptionally beneficial to the municipality or have exceptional cost advantages;
 - (c) the person who made the bid is the sole provider of the product or service concerned; and
 - (d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.
- (4) If the accounting officer decides to consider an unsolicited bid that complies with sub-paragraph (3), his decision must be made public in accordance with section 21A of the Municipal Systems Act, together with –
- (a) reasons as to why the bid should not be open to other competitors;
 - (b) an explanation of the potential benefits if the unsolicited bid were accepted; and
 - (c) an invitation to the public or other potential suppliers to submit their comments on the proposal within 30 days of the publication of the relevant notice.
- (5) The accounting officer must submit all written comments received pursuant to subparagraph (4), including any responses from the unsolicited bidder, to the National and Provincial Treasuries for comment.
- (6) Subject to subparagraphs (7) and (8) below, the adjudication committee must consider the unsolicited bid and may, depending on its delegations, award the bid or make a recommendation to the accounting officer.
- (7) A meeting of the adjudication committee to consider an unsolicited bid may be open to the public.
- (8) When considering the matter, the adjudication committee must take into account –
- (a) any comments submitted by the public; and
 - (b) any written comments and recommendations of the National and Provincial Treasuries.
- (9) If any recommendations of the National and Provincial Treasuries are rejected or not followed, the accounting officer must submit to the Auditor-General and the National and Provincial Treasuries the reasons for rejecting or not following those recommendations.
- (10) Such submission must be made within seven days after the decision on the award of the unsolicited bid is taken, but no contract committing the municipality to the bid may be entered into or signed within 30 days of the submission.
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- (11) The processes to be followed by the municipality with regard to the acceptance or rejection of an unsolicited bid shall clearly be made known to the bidder who submits the unsolicited bid concerned if requested by the bidder.
- (12) The council shall exercise caution when interviewing a potential supplier or a person who may wish to offer services to the municipality in circumstance which may be tantamount to the submission of or negotiation with regard to an unsolicited bid and shall not do anything or cause anything to be done which may be contrary to this policy.

40. Combating of abuse of supply chain management system

(1) The accounting officer must-

(a) take all reasonable steps to prevent abuse of the supply chain management system;

(b) investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or a failure to comply with this policy, and when justified –

(i) take appropriate steps against such official or other role player; or

(ii) report any alleged criminal conduct to the South African Police Services;

(c) check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder or any of its directors, is listed as a person prohibited from doing business with the public sector;

(d) reject any bid from a bidder –

(i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the municipality or to any other municipality or municipal entity, are in arrears for more than three months; or

(ii) who, during the last five years, has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;

(e) reject a recommendation for the award of a contract if the recommended bidder or any of its directors has committed a corrupt or fraudulent act in competing for the particular contract;

(f) cancel a contract awarded to a person if –

(i) such person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or

(ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and

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- (g) Reject the bid of any bidder if that bidder or any of its directors has to the Knowledge of the Municipality –
- (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system;
 - (ii) has been convicted for fraud or corruption during the past five years;
 - (iii) has willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - (iv) has been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No. 12 of 2004).
- (2) The accounting officer must inform the National and Provincial Treasuries in writing of any actions taken in terms of subparagraphs (1)(b)(ii), (e) or (f) above.
- (3) If the accounting officer, on reasonable grounds, believes that a bidder or a contractor has engaged in bid rigging, he shall refer the matter to the Competition Tribunal for investigation and the taking of action against the bidder or contractor concerned in a manner contemplated in the Competition Act No. 89 of 1998.

41. Logistics management

The accounting officer must establish and implement an effective system of logistics management, which must include -

- (1) the monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
- (2) the setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
- (3) the placing of manual or electronic orders for all acquisitions other than those from petty cash;
- (4) before payment is approved , certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract;
- (5) appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
- (6) monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

42. Disposal management

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- (1) In terms of section 14 of the Act, the municipality may not transfer ownership as a result of a sale or other transaction or otherwise permanently dispose of a capital asset needed to provide the minimum level of basic municipal services.
 - (2) A municipality may transfer ownership or otherwise dispose of capital asset other than one contemplated in subsection (1), but only after the council, in a meeting open to the public-
 - (a) has decided on reasonable grounds that the asset is not needed to provide the minimum level of basic municipal services; and
 - (b) has considered the fair market value of the asset and the economic and community value to be received in exchange for the asset.
 - (3) An asset may be disposed of by -
 - (a) transferring the asset concerned to another organ of state in terms of a provision of the Act enabling the transfer of assets;
 - (b) transferring the asset concerned to another organ of state at market related value or, when appropriate, free of charge;
 - (c) selling the asset concerned; or
 - (d) destroying such asset.
 - (4) The accounting officer must ensure that -
 - (a) when immovable property is sold by means of a competitive bidding process, the highest price offered shall be accepted, provided such price is equal to or higher than the market related price for the relevant immovable property;
 - (b) in other cases, only at a market related price except when the public interest or the plight of the poor demands otherwise in which event the sale price shall be determined in accordance with the applicable land disposal or indigent policy adopted by the council;
 - (c) movable assets are sold either by way of written price quotations, a competitive bidding process or by public auction at the highest offered price, provided such price is market related;
 - (d) firearms are not sold or donated to any person or institution within or outside the Republic unless approved by the National Conventional Arms Control Committee;
 - (e) immovable property is let at market related rentals except when the public interest or the plight of the poor demands otherwise in which event the rental shall be determined in accordance with the applicable land disposal or indigent support policy adopted by the council;
 - (f) all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed;
 - (g) where assets are traded in for other assets, the highest possible trade-in price is negotiated; and
 - (h) in the case of the free disposal of computer equipment, the provincial
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department of education is first approached to indicate, within 30 days, whether or not any of the local schools are interested in such equipment.

- (5) This paragraph must be read with and applied in conjunction with the Municipal Asset Transfer Regulations contained in Government Notice R. 878 of 22 August 2008 and the associated policies adopted by the council. In the event of conflict, the provisions of the aforesaid Regulations shall be applied.

43. Risk management

- (1) The accounting officer must establish and implement an effective system of risk management for the identification, consideration and avoidance of potential risks in the supply chain management system.
- (2) Risk management must include -
- (a) the identification of risks on a case-by-case basis;
 - (b) the allocation of risks to the party best suited to manage such risks;
 - (c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
 - (d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and
 - (e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.

44. Performance management

The accounting officer must establish and implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorised supply chain management processes were followed and whether the objectives of this policy were achieved.

45. Prohibition on awards to persons whose tax matters are not in order

- (1) No award above R15 000 may be made in terms of this policy to a person whose tax matters have not been declared by the South African Revenue Service to be in order.
- (2) Before making an award to a person, the accounting officer must first check with SARS whether that person's tax matters are in order. The tax status as indicated on the CSD shall serve as sufficient evidence in this regard.
- (3) If SARS does not respond within 7 days of a request for confirmation in terms of subparagraph (2), such person's tax matters may for purposes of subparagraph (1) be presumed to be in order.

46. Prohibition on awards to persons in the service of the state

Irrespective of the procurement process followed, no award may be made to a person in terms of this policy -

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- (1) who is in the service of the state;
 - (2) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or
 - (3) who is an advisor or consultant contracted with the municipality.

47. Awards to close family members of persons in the service of the state

The accounting officer must ensure that the notes to the annual financial statements disclose particulars of any award of more than R2000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including -

- (1) the name of that person;
- (2) the capacity in which that person is in the service of the state; and
- (3) the amount of the award.

48. Ethical standards

- (1) The code of ethical standards annexed to this policy as **Annexure A** shall apply to all officials and other role players in the supply chain management system of the municipality in order to promote -
 - (a) mutual trust and respect; and
 - (b) an environment where business can be conducted with integrity and in a fair and reasonable manner.
- (2) A breach of the aforesaid code of ethics must be dealt with as follows -
 - (a) in the case of an employee, in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of the Municipal Systems Act;
 - (b) in the case of a role player who is not an employee, through other appropriate means with due regard to the severity of the breach; and
 - (c) in all cases, financial misconduct must be dealt with in terms of chapter 15 of the Act and for applicable regulations pertaining to financial misconduct by officials.

49. Inducements, rewards, gifts and favours to municipalities, officials and other role players

- (1) No person who is a provider or prospective provider of goods or services or a recipient or prospective recipient of goods disposed of or to be disposed of may either directly or through a representative or intermediary promise, offer or grant -
 - (a) any inducement or reward to the municipality for or in connection with the award of a contract; or
 - (b) any reward, gift, favour or hospitality to -

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- (i) any official; or
 - (ii) any other role player involved in the end implementation of the supply chain management policy of the municipality
 - (2) The accounting officer must promptly report any alleged contravention of subparagraph 1 to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.
 - (3) Subparagraph (1) does not apply to gifts less than R350 in value.

50. Sponsorships

The accounting officer must promptly disclose to the National and respective Provincial Treasuries any sponsorship promised, offered or granted, whether directly or through a representative or intermediary by any person who is -

- (1) a provider or prospective provider of goods or services to the municipality; or
- (2) a recipient or prospective recipient of goods disposed of or to be disposed of by the municipality.

51. Objections and complaints

Persons aggrieved by decisions or actions taken in the implementation of the supply chain management system, may lodge with the accounting officer, within 14 days of the decision or action, a written objection or complaint against the decision or action concerned.

52. Resolution of disputes, objections, complaints and queries

- (1) The accounting officer must appoint an independent and impartial person who is not directly involved in the supply chain management processes -
 - (a) to assist in the resolution of disputes between the municipality and other persons regarding -
 - (i) any decisions or actions taken in the implementation of the supply chain management system; or
 - (ii) any matter arising from a contract awarded in the course of the supply chain management system; or
 - (b) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.
- (2) The accounting officer or another official designated by the accounting officer is responsible for assisting the appointed person to perform his or her functions effectively.
- (3) The person appointed must -
 - (a) strive to resolve promptly all disputes, objections, complaints or queries received; and
 - (b) submit monthly reports to the accounting officer on all disputes, objections,

complaints or queries received, attended to or resolved.

- (4) A dispute, objection, complaint or query may be referred to the Provincial Treasury if -
 - (a) if it is not resolved within 60 days of lodgment; or
 - (b) no response is forthcoming within 60 days of lodgment.
- (5) If the Provincial Treasury does not or cannot resolve the matter, the dispute, objection, complaint or query concerned may be referred to the National Treasury for resolution.
- (6) This paragraph must not be read as affecting a person's rights to approach a competent court, at any time, for such order as may be just and necessary in the circumstances.

53. Contracts providing for compensation based on turnover

If a service provider acts on behalf of the municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to him is fixed as an agreed percentage of turnover for the service concerned or the amount collected, the contract between such service provider and the municipality must stipulate -

- (1) a cap on the compensation payable to him; and
- (2) that such compensation must be performance based.

54. Contract Management – issue of expansion and variation orders

- (1) The accounting officer or nominee may, subject to the provisions of this subparagraph and subparagraphs (2) to (4) authorise the issue of expansion or variation orders (herein referred to as “variations orders”) in respect of contract specifications or conditions of contract in order to accommodate costs for additional work either unforeseen when contracts were awarded for infrastructure projects, essential or necessary additional work or in instances where factors beyond the control of an appointed contractor has led to or will lead to a delay in a contract completion date provided that:
 - (a) No expansion or variation order may be authorized for an amount exceeding 20% of the initial contract price for works related goods, services and/or infrastructure projects; or
 - (b) 15% for all other goods and/or services; and, provided further that;
 - (c) any expansion or variation order issued in excess of the aforesaid thresholds shall be dealt with in a manner provided in section 116 (3) of the Act.
- (2) A variation order may only be issued after -
 - (a) the need for such order has been fully motivated by the responsible project manager and supported by the head of department concerned; and
 - (b) the chief financial officer has certified that funds are available to cover the cost the required additional work.
- (3) A request for the issue of a variation order in an amount exceeding R200 000 shall

first be referred to the Bid Adjudication Committee which considered the initial bid for approval provided that the accounting officer may constitute a new Bid Adjudication Committee for this purpose.

- (4) No request for a variation order may be approved for an amount exceeding 5% of the initial award. New bids shall be invited for the work concerned should the value of the additional work be in excess of 5% of the initial award.
- (5) The line manager responsible for the implementation of a project undertaken either departmentally or through an appointed contractor must keep a proper record of all variation orders issued in respect of a project.
- (6) The original copy of an issued variation order must be filed with the original bid and contract documents.
- (7) The responsible line manager must, upon completion of additional work or the expiry of any extended contract period authorised by a variation order, certify that the terms and conditions of such variation order have been complied with.
- (8) notice of all awards through variations, extensions and expansions must be published on the eTender Publication Portal within seven (7) working days of the award been made)

55. Fronting

- (1) For purposes of this paragraph, "fronting" shall include the undermentioned acts on the part of a bidder or any person or party associated with a bidder:
 - (a) Window-dressing: This includes cases in which HDI are appointed or introduced to an enterprise on the basis of tokenism and may subsequently be discouraged or inhibited from substantially participating in the core activities of the enterprise concerned and/or be discouraged or inhibited from substantially participating in the declared areas and/or levels of their participation;
 - (b) Benefit Diversion: This includes initiatives where the economic benefits received by an organization for having B-BBEE Status do not flow to HDI in the ratio specified by law;
 - (c) Opportunistic Intermediaries: This includes enterprises that have concluded agreements with other enterprises in order to leverage the opportunistic intermediary's favourable B-BBEE status in circumstances where the agreement involves:
 - (i) Significant limitations or restrictions on the identity of the opportunistic intermediary's suppliers, service providers, clients or customers;
 - (ii) The maintenance of their business operations in a context reasonably considered improbable having regard to resources; and
 - (iii) Terms and conditions that are not negotiated at arms-length on a fair and reasonable basis.
- (2) Where the accounting officer detects fronting, he must act against the bidder

concerned in terms of paragraph 29.10.5 and, in addition, report such fronting to the Department of Trade and Industry.

56. Commencement

This policy takes effect on the date of its adoption by the council.

ANNEXURE A - CODE OF CONDUCT FOR SUPPLY CHAIN MANAGEMENT PRACTITIONERS AND OTHER ROLE PLAYERS

The purpose of this Code of Conduct is to promote mutual trust and respect and an environment where business can be conducted with integrity and in a fair and reasonable manner.

1. General Principles

The municipality commits itself to a policy of fair dealing and integrity in the conducting of its business. Officials and other role players involved in supply chain management (SCM) are in a position of trust which implies a duty to act in the public interest. Officials and other role players should not perform their duties to unlawfully gain any form of compensation, payment or gratuity from any person or provider / contractor either for themselves, their family, their friends and business associates.

Officials and other role players involved in SCM should ensure that they perform their duties efficiently, effectively, with integrity and in accordance with applicable legislation, policies and guidelines. They should ensure that public resources are administered responsibly.

Officials and other role players involved in SCM should be fair and impartial in the performance of their functions. They should, at no time, afford any undue preferential treatment to any group or individual or unfairly discriminate against any group or individual and they should also not abuse the power and authority vested in them.

2. Conflict of interest

An official or other role player involved with supply chain management -

- (a) must treat all providers and potential providers equitably and fairly;
- (b) may not use his/her position for private gain or to improperly benefit another person;
- (c) may not accept any reward, gift, favour, hospitality or other benefit directly or indirectly, including to any close family member, partner or associate of that person, of a value more than R350;
- (d) must declare to the accounting officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person;
- (e) must declare to the accounting officer details of any private or business interest which that person or any close family member, partner or associate, may have in any proposed procurement or disposal process or in any award of a contract by the municipality;
- (f) must immediately withdraw from participating in any manner whatsoever in a procurement or disposal process or in the award of a contract in which that person or any close family member, partner or associate has any private or business interest;
- (g) must declare any business, commercial and financial interests or activities undertaken for financial gain that may give rise to a possible conflict of interest;
- (h) should not place him/herself under any financial or other obligation to outside individuals or organizations that might seek to influence him/her in the performance of

his/her official duties; and

- (i) should not take improper advantage of his/her previous office after leaving his/her official position.

3. Accountability

- (a) Practitioners are accountable to the public for their decisions and actions.
- (b) Practitioners should use public property scrupulously.
- (c) Only accounting officers or their delegates have the authority to commit the municipality to any transaction for the procurement of goods, services or works.
- (d) All transactions conducted by a practitioner should be recorded and accounted for in an appropriate accounting system. Practitioners should not make any false or misleading entries in such a system for any reason whatsoever.
- (e) Practitioners must assist the accounting officer in combating fraud, corruption, favoritism, unfair and irregular practices in the supply chain management system.
- (f) Practitioners must report to the accounting officer any alleged irregular conduct in the supply chain management system which they may become aware of, including but not limited to -
 - (i) any alleged fraud, corruption, favoritism or unfair conduct;
 - (ii) any alleged contravention of the policy on inducements, rewards, gifts and favours to municipalities or municipal entities, officials or other role players; and
 - (iii) any alleged breach of this code of conduct.
- (g) Declarations in terms of subparagraph 2(d)(e) made must be recorded in a register which the accounting officer must keep for this purpose. Any declarations made by the accounting officer must be made to the mayor who must ensure that such declaration is recorded in the register.

4. Openness

Practitioners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict the supply of information only if it is in the public interest to do so.

5. Confidentiality

- (a) Any information that is the property of the municipality or its providers should be protected at all times. No information regarding any bid/contract/bidder/contractor may be revealed if such an action will infringe the relevant bidder's/contractors personal rights.
- (b) Matters of confidential nature in the possession of officials and other role players involved in SCM should be kept confidential unless legislation, the performance of duty or the provisions of law requires otherwise. Such restrictions also apply to officials and other role players involved in SCM after they have left the service of the municipality.

6. Bid Specification / Evaluation / Adjudication Committees

- (a) Bid specification, evaluation and adjudication committees should implement supply chain management on behalf of the municipality in an honest, fair, impartial, transparent, cost-effective and accountable manner.
- (b) Bid evaluation / adjudication committees should be familiar with and adhere to the prescribed legislation, directives and procedures in respect of supply chain management in order to perform effectively and efficiently.
- (c) All members of bid adjudication committees should be cleared by the accounting officer at the level of "CONFIDENTIAL" and should be required to declare their financial interest annually.
- (d) No person should-
 - (i) interfere with the supply chain management system of the municipality; or
 - (ii) amend or tamper with any price quotation / bid after its submission.

7. Combative Practices

Combative practices are unethical and illegal and should be avoided at all cost. They include but are not limited to:

- (a) suggestions to fictitious lower quotations;
- (b) reference to non-existent competition;
- (c) exploiting errors in price quotations / bids; and
- (d) soliciting price quotations / bids from bidders / contractors whose names appear on the Register for Tender Defaulters.

ANNEXURE B - Schedule to Small Businesses Act No. 102 of 1996

Column 1	Column 2	Column 3	Column 4	Column 5
Sector or sub-sector in accordance with the Standard Industrial Classification	Size of class	The total full-time equivalent of paid employees	Total turnover	Total gross asset value (fixed property excluded)
Agriculture	Small Very small Micro	50 10 5	R 3 m R 0.50 m R 0.20 m	R 3 m R 0.50 m R 0.10 m
Mining and Quarrying	Small Very small Micro	50 20 5	R 10 m R 4 m R 0.20 m	R 6 m R 2 m R 0.10 m
Manufacturing	Small Very small Micro	50 20 5	R 13 m R 5 m R 0.20 m	R 5 m R 2 m R 0.10 m
Electricity, Gas and Water	Small Very small Micro	50 20 5	R 13 m R 5.10 m R 0.20 m	R 5 m R 1.90 m R 0.10 m
Construction	Small Very small Micro	50 20 5	R 6 m R 3 m R 0.20 m	R 1 m R 0.50 m R 0.10 m
Retail and Motor Trade and Repair Services	Small Very small Micro	50 20 5	R 19 m R 4 m R 0.20 m	R 3 m R 0.60 m R 0.10 m
Wholesale Trade, Commercial Agents and Allied Services	Small Very small Micro	50 20 5	R 32 m R 6 m R 0.20 m	R 5 m R 0.60 m R 0.10 m
Catering, Accommodation and other Trade	Small Very small Micro	50 20 5	R 6 m R 5.10 m R 0.20 m	R 1 m R 1.90 m R 0.10 m
Transport, Storage and Communications	Small Very small Micro	50 20 5	R 13 m R 3 m R 0.20 m	R 3 m R 0.60 m R 0.10 m
Finance and Business Services	Small Very small Micro	50 20 5	R 13 m R 3 m R 0.20 m	R 3 m R 0.50 m R 0.10 m
Community, Social and Personal Services	Small Very small Micro	50 20 5		



NDLAMBE MUNICIPALITY

CREDITORS, COUNCILLORS AND STAFF PAYMENT POLICY

2018/2019

CREDITORS, COUNCILLORS AND STAFF PAYMENT POLICY

(1) OBJECT

The object of this policy is to provide standard procedures relating to payments due to creditors, councillors and staff from municipal funds.

(2) LEGISLATIVE REQUIREMENTS

In terms of section 65 of the Municipal Finance Management Act, Act 56 of 2003, the municipal manager as accounting officer of the Municipality is responsible for the management of the expenditure of the Municipality and, to this end, must take all reasonable steps to ensure that the Municipality has and maintains an effective system of expenditure control, including procedures for the approval, authorization, withdrawal and payment of funds.

(3) DEFINITIONS

In this policy –

“**Act**” means the Local Government: Municipal Finance Management Act, 56 of 2003;

“**creditor**” means a person / service provider excluding councillors and staff that provides goods and/or services to

whom money is owing by the Municipality;

“**accounting officer**” means the municipal manager;

“**Chief Financial Officer**” means the official of the Municipality designated as such by the accounting officer in terms of section 80[2][a] of the Act;

“**municipality**” means the Ndlambe Municipality;

“**prescribed**” means prescribed in terms of the Act.

(4) GENERAL DUTY OF ACCOUNTING OFFICER

The accounting officer must take all reasonable steps to ensure –

- (a) that the Municipality has and maintains an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds;

- (b) that the Municipality has and maintains a management, accounting and information system that –
 - (i) recognises expenditure when it is incurred;
 - (ii) accounts for creditors of the Municipality; and
 - (iii) accounts for payments made by the Municipality;
- (c) that the Municipality has and maintains a system of internal control in respect of creditors and payments.

(5) PAYMENT TO CREDITORS/SUPPLIERS

- (1) The accounting officer must ensure that –
 - (a) that all payments made by the Municipality is made direct to the person that supplied the relevant service or goods or to whom such payment is due, unless otherwise agreed upon for good reason; Any cession of payments to be advised of before orders are finalised.
 - (b) that payments by the Municipality are made electronically only at the Post Office-Albany Test Centre, magistrate courts, SARS and Telkom.
 - (c) that all tenders and quotations invited by and contracts entered into by the Municipality, stipulate payment terms favourable to the Municipality, that is, payment to fall due not sooner than the conclusion of the month following the month in which a particular service is rendered to or goods are received by the Municipality, provided that all reasonable steps shall be taken to ensure that payment is made within thirty (30) days of the date of the invoice or statement received by the Expenditure section.
- (2) The provisions of subparagraph [c] may be relaxed by the accounting officer –
 - (a) when such relaxation is, in the opinion of the accounting officer, financially beneficial to the Municipality;
 - (b) in respect of small, micro and medium enterprises, where the total income derived from contract work entered into with the Municipality does not exceed R100 000.00 in a municipal financial year, in which case payment may be effected at the conclusion of the month during which the service is

rendered, or within fourteen days of the date of such service being rendered, whichever is the latter: Provided that –

- (i) no more than two (2) payments may be effected during any period of thirty (30) days; and
 - (ii) any early payment shall be specifically approved by the accounting officer before payment is made to enterprise concerned;
- (3) Notwithstanding the foregoing policy directives, the accounting officer must, when it is financially beneficial to the Municipality, make full use of any extended terms of payment offered by suppliers of goods and services to the Municipality and may not settle any accounts earlier than such extended due date;
- (4) Payments in terms of this policy are subject to compliance with all financial requirements relating to payments to creditors by the Municipality and the submission of all documentation substantiating a particular payment.

(6) PAYMENTS TO COUNCILLORS/STAFF

- (1) In the case of subsistence and travel claims submitted by councillors and staff, payments will be effected on submission of all supporting documentation except for Section 57 employees where payment will be effected on their return and on submission of all supporting documentation. Provided that such a travel claim is received prior to the date determined by the accounting officer for the processing of creditors.
- (2) Subject to the authority of the accounting officer, councillors and staff are permitted to claim the minimum anticipated expenditure prior to travelling, provided that such action will not place an unnecessary work load on the creditors processing section of the Municipality;
- (3) Where a claim for payment is received from a councillor or staff member after the date determined for the processing of creditors, such claim will be processed in conjunction with the processing of creditors for the next month;
- (4) Subparagraph (1) may be relaxed in respect of overseas travel approved by the Council and only in respect of the overseas travel and accommodation costs.

-
- (5) Local subsistence and travel in respect of the overseas trip concerned must be processed in accordance with subparagraph (1).
 - (6) When third parties are used, all substantiated documentation and proof of payment must be supplied to the head of the creditors section.

(7) CESSIONS AGREEMENTS

- (1) Unless for compelling and substantiated reasons and subject to subparagraphs (2) and (3), only one cession of a creditor of the Municipality to a third party may be permitted per contract ;
- (2) A cession approved in terms of subparagraph (1) must relate to the supply of raw materials associated with a project undertaken by a creditor on behalf of the Municipality and not in respect of the provision of other services;
- (3) Cessions in terms of subparagraph (1) are limited to a maximum of 30% of the total project contract sum.

(8) DELEGATION OF FUNCTIONS AND POWERS

The accounting officer may, in terms of section 79 of the Act, delegate his or her functions and powers in terms of this policy to the Chief Financial Officer or any other senior finance manager.

SERVICE STANDARDS

EASTERN CAPE: NDLAMBE MUNICIPALITY (EC105) - Schedule of Service Delivery Standards 2018/2019

Standard	Description	2018/2019 Service Level
Solid Waste Removal		
Premise based removal (Residential Frequency)		Once a week
Premise based removal (Business Frequency)		Twice a week
Bulk Removal (Frequency)		Once a week
Removal Bags provided(Yes/No)		No
Garden refuse removal Included (Yes/No)		Yes
Street Cleaning Frequency In CBD		Daily
Street Cleaning Frequency in areas excluding CBD		Weekly
How soon are public areas cleaned after events (24hours/48hours/longer)		24 hrs
Cleaning of illegal dumping (24hours/48hours/longer)		Longer
Recycling or environmentally friendly practices?(Yes/No)		Yes
Licensed landfill site(Yes/No)		Yes
Water Service		
Water Quality rating (Blue/Green/Brown/NO drop)		Blue Drop
Is free water available to all? (All/only to the indigent consumers)		Only indigent
Frequency of meter reading? (per month, per year)		Monthly
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)		Average based on past 6 months
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		Average only if access to meter is restricted
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)		
One service connection affected (number of hours)		(25mm HDPE) 45 minutes
Up to 5 service connection affected (number of hours)		(50mm PVC) at least 2 hours
Up to 20 service connection affected (number of hours)		(75mm PVC) 2 and half up to 2 hours
Feeder pipe larger than 800mm (number of hours)		(350mm) on the PVC pipe it takes atleast 8 hours
What is the average minimum water flow in your municipality?		Residential 2 bars
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		No
How long does it take to replace faulty water meters? (days)		Bulk meter: 10 days, Residential 4 days
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)		No
Electricity Service		
What is your electricity availability percentage on average per month?		100%
Do your municipality have a ripple control in place that is operational? (Yes/No)		Yes
How much do you estimate is the cost saving in utilizing the ripple control system?		1 MEGA WATT
What is the frequency of meters being read? (per month, per year)		Monthly
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)		Averages based on past 6 months
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		Average only if access to meter is restricted
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)		Immediately
Are accounts normally calculated on actual readings? (Yes/no)		Yes
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		No
How long does it take to replace faulty meters? (days)		2 hrs
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)		Yes
How effective is the action plan in curbing line losses? (Good/Bad)		Finance needed urgently
How soon does the municipality provide a quotation to a customer upon a written request? (days)		6 hrs
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)		7 Days
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)		2 Weeks
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)		No high voltage consumer
Sewerage Service		
Are your purification system effective enough to put water back in to the system after purification?		
To what extent do you subsidize your indigent consumers?		No
How long does it take to restore sewerage breakages on average		
Severe overflow? (hours)		Within 24 hours
Sewer blocked pipes: Large pipes? (Hours)		Less than 6 hours
Sewer blocked pipes: Small pipes? (Hours)		Within 1 hour
Spillage clean-up? (hours)		Within 30 minutes
Replacement of manhole covers? (Hours)		Average 1 month due to procurement procedures
Road Infrastructure Services		
Time taken to repair a single pothole on a major road? (Hours)		1 and half hour
Time taken to repair a single pothole on a minor road? (Hours)		2 and half hour
Time taken to repair a road following an open trench service crossing? (Hours)		16 Hours
Time taken to repair walkways? (Hours)		8 hours but depends on damage
Property valuations		
How long does it take on average from completion to the first account being issued? (one month/three months or longer)		one month
Do you have any special rating properties? (Yes/No)		yes
Financial Management		
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)		Decrease by 50%
Are the financial statement outsourced? (Yes/No)		Financial Statements done in-house
Are there Council adopted business process structuring the flow and management of documentation feeding to Trial Balance?		Process to be developed

How long does it take for an Tax/invoice to be paid from the date it has been received?
 Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans?

Administration

Reaction time on enquiries and requests?
 Time to respond to a verbal customer enquiry or request? (working days)
 Time to respond to a written customer enquiry or request? (working days)
 Time to resolve a customer enquiry or request? (working days)
 What percentage of calls are not answered? (5%,10% or more)
 How long does it take to respond to voice mails? (hours)
 Does the municipality have control over locked enquiries? (Yes/No)
 Is there a reduction in the number of complaints or not? (Yes/No)
 How long does it take to open an account to a new customer? (1 day/ 2 days/ a week or longer)
 How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SC/4 process delays other than normal monthly management meetings?

Community safety and licensing services

How long does it take to register a vehicle? (minutes)
 How long does it take to renew a vehicle license? (minutes)
 How long does it take to issue a duplicate registration certificate vehicle? (minutes)
 How long does it take to de-register a vehicle? (minutes)
 How long does it take to renew a drivers license? (minutes)
 What is the average reaction time of the fire service to an incident? (minutes)
 What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)
 What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)

Economic development

How many economic development projects does the municipality drive?
 How many economic development programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?
 What percentage of the projects have created sustainable job security?
 Does the municipality have any incentive plans in place to create an conducive environment for economic development? (Yes/No)

Other Service delivery and communication

Is a information package handed to the new customer? (Yes/No)
 Does the municipality have training or information sessions to inform the community? (Yes/No)
 Are customers treated in a professional and humanly manner? (Yes/No)

30 Day / from date received by Finance

Supply Chain decentralised

1 day

SCM Decentralised

15 minutes

10 min

10 min

15 minutes

30 min

1 min

45 min

45 min

Yes

SDEIP

Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						60678bac-b2a6-4696-43f7-71d0555b3c0003	C746317F-6256-4092-371c-67194946c136d001	184e4665-7b56-4201-5d41-6207dc4099a9	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	100 000.00	R	105 500.00	R	111 302.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						5777eac14-33d2-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	7012c877-ef61-470e-5a1b-c0d9f93c7275	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	40 000.00	R	42 200.00	R	44 521.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						b2d82044-3f7c-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	8f676304-346c-471f-bf691255c9a6	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	300 000.00	R	316 500.00	R	333 307.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	0313b7b7-4d83-424e-31d0-6d4197391e4d	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	1 000 000.00	R	1 055 000.00	R	1 119 025.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	4231a66f-5d1b-491c-3b5b-64d6b7312775	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	60 000.00	R	63 300.00	R	66 781.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	8d2275c2-4c66-46e7-31d0-06d0c0786d45	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	2 400.00	R	1 592.00	R	2 671.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	78d0224c-639c-493d-344b-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	385 450.00	R	406 690.00	R	429 015.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	21a0b374-40d1-4d93-343b-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	1 500 000.00	R	1 582 500.00	R	1 699 557.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	105d447c-3739-4d98-4ac7-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	4 625 401.00	R	4 879 798.00	R	5 148 187.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	78d0224c-639c-493d-344b-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	4 100.00	R	4 322.00	R	4 568.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	28d0c7b5-4d64-4918-4ac7-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	4 100.00	R	4 322.00	R	4 568.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	78d0224c-639c-493d-344b-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	921 421.00	R	972 098.00	R	1 025 565.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	8b6b4d79-c17b-493d-31d6-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	921 421.00	R	972 098.00	R	1 025 565.00
Basic Service Delivery	SSG 2.3.32: All complaints on unlit/park, public open spaces and cemeteries attended	Create a safe and secure living environment	Community Protection Services	Improve the effectiveness of the Parks & recreation services in Melbourne covering parks, public open spaces, sports fields & cemeteries						624b3b3c-23d7-4092-371c-67194946c136d001	C746317F-6256-4092-371c-67194946c136d001	8b6b4d79-c17b-493d-31d6-493d3063b	56927070-23b0-4044-80d7-1bcbcd593488	666d4009-300d-4255-555b-97d66c54b745	47c7ba65-c270-4479-91ba-3842ca67b5d4f	R	832 572.00	R	879 361.00	R	928 679.00

[illegible]

Basic Service Delivery	NRE 3.1.8: Law enforcement patrols carried out at intervals, beaches, nature reserves (impact of patrols, reduced violations)	Preserve the natural beautiful environment	Community Protection Services	Environmental compliance						6796441-5850-4929-wd1-6723964677001	2600hac-3966-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	25 000.00	R	26 375.00	R	27 825.00
Basic Service Delivery	NRE 3.1.9: Law enforcement patrols carried out at intervals, beaches, nature reserves (impact of patrols, reduced violations)	Preserve the natural beautiful environment	Community Protection Services	Environmental compliance						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	9 600.00	R	10 137.00	R	10 692.00
Basic Service Delivery	NRE 3.1.10: Law enforcement patrols carried out at intervals, beaches, nature reserves (impact of patrols, reduced violations)	Preserve the natural beautiful environment	Community Protection Services	Environmental compliance						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	6 000.00	R	6 530.00	R	6 978.00
Basic Service Delivery	NRE 3.1.11: Law enforcement patrols carried out at intervals, beaches, nature reserves (impact of patrols, reduced violations)	Preserve the natural beautiful environment	Community Protection Services	Environmental compliance						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	1 200.00	R	1 431.00	R	1 675.00
Basic Service Delivery	NRE 3.1.12: Law enforcement patrols carried out at intervals, beaches, nature reserves (impact of patrols, reduced violations)	Preserve the natural beautiful environment	Community Protection Services	Environmental compliance						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	4 800.00	R	5 094.00	R	5 347.00
Basic Service Delivery	NRE 3.1.13: Law enforcement patrols carried out at intervals, beaches, nature reserves (impact of patrols, reduced violations)	Preserve the natural beautiful environment	Community Protection Services	Environmental compliance						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	18 000.00	R	18 590.00	R	19 094.00
Basic Service Delivery	NRE 3.1.14: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of tilting traps and fence perils	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	13 200.00	R	13 928.00	R	14 692.00
Basic Service Delivery	NRE 3.1.15: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of tilting traps and fence perils	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	35 000.00	R	58 057.00	R	61 116.00
Basic Service Delivery	NRE 3.1.16: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of tilting traps and fence perils	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	14 400.00	R	15 192.00	R	16 028.00
Basic Service Delivery	NRE 3.1.17: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of tilting traps and fence perils	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	14 400.00	R	15 192.00	R	16 028.00
Basic Service Delivery	NRE 3.1.18: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of tilting traps and fence perils	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management						6796441-5850-4929-wd1-6723964677001	2600hac-3346-4626-971-66273148693001	81207h5-152D-4207-4b1a-11b-720278c6c	5697970-23b-4044-80d7-1bcb0d4348	6660009-300d-bb55-c0e6e9	4727h65-270-4679131b-38d2a6c794d	R	8 400.00	R	8 860.00	R	9 34

	Basic service Delivery	NIIE 3.1.4: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of hiking trails and fence posts	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	2 393.00	N	2 758.00	R	2 135.00
	Basic service Delivery	NIIE 3.1.4: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of hiking trails and fence posts	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	10 008.00	R	10 559.00	R	11 149.00
	Basic service Delivery	NIIE 3.1.4: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of hiking trails and fence posts	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	14 918.00	R	15 739.00	R	16 604.00
	Basic service Delivery	NIIE 3.1.4: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of hiking trails and fence posts	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	2 480.00	R	4 593.00	R	2 671.00
	Basic service Delivery	NIIE 3.1.4: Ecological capacity of the reserve not exceeded, effectively manage the accommodation established in the reserve including maintenance of hiking trails and fence posts	Preserve the natural beautiful environment	Community Protection Services	Nature reserve management							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	76 892.00	R	81 227.00	R	85 694.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	33 207.00	R	35 053.00	R	36 980.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	398 444.00	R	421 401.00	R	448 513.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	100.00	R	365.00	R	111.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	19 800.00	R	20 139.00	R	22 028.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	71 727.00	R	75 672.00	R	79 834.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	5 770.00	R	6 087.00	R	6 422.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	300 000.00	R	527 500.00	R	556 512.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	31 680.00	R	33 422.00	R	35 361.00
	Basic service Delivery	NIIE 3.1.5: Disaster avoidance / mitigation & management strategy & plan in place	Preserve the natural beautiful environment	Community Protection Services	Disaster risk assessment outcomes from SDDM							5344327-5406-4453-4785-729959340060	3468733-3165-4471-9170-60986456464001	85565864-4872-4404-9727-60946812106	59997970-280-4044-8047-116064634348	6664009-3000-4355-4559-91246864645	47274665-270-4471-9110-38426879464	R	21 120.00	R	22 783.00	R	23 507.00

RPA 2: Operational Transformation and Development	Q06 1.1.28c Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						53A43C2-520C-AE55-79F5-72999B40000	a4d4f89-3ab6-4700-a818-dfbac4e4802001	b5acead-eaf6-4e59-931c-df9ca0c77f4f	5692970-C26-404-8067-12dbcd634975	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	3,480.00	R	3,671.00	R	8,725.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4dec-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802001	94d6d884-4fd4-4532-2789-fa717916bc42	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	43,280.00	R	45,690.00	R	48,148.00
RPA 2: Operational Transformation and Development	Q06 1.1.28a Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1dc54ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	36,950.00	R	39,961.00	R	41,509.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	21,100.00	R	22,260.00	R	23,445.00
RPA 2: Operational Transformation and Development	Q06 1.1.28c Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	384.00	R	405.00	R	417.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	180.00	R	506.00	R	534.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	732.00	R	772.00	R	815.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	740.00	R	781.00	R	824.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	578.00	R	584.00	C	579.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-3ab6-4700-a818-dfbac4e4802002	706b7446-3bd4-4572-ac20-57ba0815b82e	5692970-C26-404-8067-12dbcd634948	f66d009-306d-4155-655b-92a866eb4e45	477b416-4270-f719-3ba740a7294df	R	4,050.00	R	7,320.00	R	4,485.00
RPA 2: Operational Transformation and Development	Q06 1.1.28b Reduction in response time and resolution of complaints to be within 7 days of receipt	Improve the municipal systems operational efficiency and governance of the municipality	Customer Care and Communication	Response time and resolution of complaints to be within 7 days of receipt						1d5c4ecc-8117-4e59-99b8-803864bde47001	a4d4f89-										

IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	6511193-6484 4009-8460- ben72c781b7	5692870-230c- 4004-4047- 1bcbdd4348 3	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	73 836.00	R	77 897.00	R	82 184.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	70593991-6643- 4633-3785- 970683278529	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	15 000.00	R	15 823.00	R	16 696.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	9121476-6444- 4633-3785- 1a0d00b56407	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	73 836.00	R	77 897.00	R	82 184.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	9121476-6444- 4633-3785- 1a0d00b56407	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	7 500.00	R	7 912.00	R	8 346.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	20324479-e181- 4633-3785- 1c29183c2735	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	5 000.00	R	5 279.00	R	5 565.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5774a218-230c- 423b-461c- 412b0b0f6001	1333964-3786-4403 b13E- 770200660564005	20324479-e181- 4633-3785- 1c29183c2735	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	10 000.00	R	10 500.00	R	11 180.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	4633-3785- 43378ba7fb	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	10 000.00	R	10 500.00	R	11 180.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	4633-3785- 43378ba7fb	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	10 000.00	R	10 500.00	R	11 180.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	4633-3785- 43378ba7fb	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	2 000.00	R	2 110.00	R	2 240.00
IPA 2: Organisational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result - % Rapid response % Items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Municipal Manager	Team building exercises to enhance service delivery through motivation, sbo elimination & discovery of new / latent skills [Corporate services, All]						5348327-5406- 4633-3785- 72999340000	1333964-3786-4403 b13E- 770200660564005	4633-3785- 43378ba7fb	5692870-230c- 4004-4047- 1bcbdd4348	6686009-300d- 4155-555b- 912e666b4a5	4727ba65-270- 4a7791ba- 3842a62b4d4f	R	27 900.00	R	29 017.00	R	30 611.00

IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	16 045.00	1	17 519.00	R	18 742.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	15 535.00		16 390.00	R	17 291.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	62 821.00		56 275.00	R	69 921.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	126 375.00		143 871.00	R	151 790.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	685 529.00		729 733.00	R	765 021.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	598.00		269.00	R	220.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	27 903.00		29 432.00	R	31 037.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	24 213.00		23 545.00	R	26 950.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	123 395.00		130 382.00	R	137 342.00
IPA 2: Organizational Transformation and Institutional Development	Q66 1.1.28: Internal positive perception survey result: - % Rapid response weekly meeting attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal system operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, site elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72993940060	F333164-3786-4403- b158- 7705066056005	1856046-4689- 471-5934- 30c009c38f72a	5682970-23c- 4044-8047- 13c0bd434348	6664049-300d- 4155-455b- 912a086b4e45	47c70a65-c270- 44e7-911a- 34a2a625d4d4f	R	1 785.00		1 413.00	R	1 585.00

RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	88155973F-78F-4A83-4241-96F1-9465F64E3245	56927970-236-4044-8047-136cd64348	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	¥ 400.00	R	8 862.00	R	9 349.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	42569F1-C71b-4A83-911b-136cd51364a	56927970-236-4044-8047-136cd64348	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	6 250.00	R	6 562.00	R	6 923.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	666F4C31-4008-4449-4A8F1-FC601771240	56927970-236-4044-8047-136cd64348	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	175 980.00	R	165 693.00	R	355 870.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	930 984.00	R	1 009 212.00	R	1 004 489.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	6 000.00	R	3 350.00	R	6 677.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	99.00	R	504.00	R	110.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	371 177.00	R	380 592.00	R	590 524.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	1 785.00	R	1 083.00	R	1 986.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	5 000.00	R	5 275.00	R	5 565.00
RP 2: Organizational Transformation and Development	OBG 1.1.2B: Internal positive perception survey result - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiencies and governance of the municipality	Municipal Manager	Team building exercise to enhance service motivation, also elimination & discovery of new / latent skills (Corporate services, All)						53445327-5406-4653-4785-72993940000	R33336F-378F-4A83-b19F-7F050660564005	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	66644009-3000-4155-4551b-9124e66b45	47270465-C270-447F-911b-3842ab7294dF	R	83 836.00	R	£3 442.00	R	59 312.00

IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	4456-825- cde 301816ace	56927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	440 000.00	R	468 360.00	R	489 711.00
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	4208-9792- 10c10216314	56927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	200 000.00	R	211 000.00	R	222 805.00
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58920647-2164- 040407- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	10 000.00	R	10 550.00	R	11 180.00	
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	2 000.00	R	2 110.00	R	2 226.00	
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	120 000.00	R	128 600.00	R	133 593.00	
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	10 000.00	R	10 550.00	R	11 180.00	
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	10 000.00	R	10 550.00	R	11 180.00	
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	9 000.00	R	9 465.00	R	10 017.00	
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	6 000.00	R	6 380.00	R	6 790.00	
IPA 2: Organisational Transformation and Institutional Development	ORG 1.1.28: Internal positive perception survey result: - % Rapid response weekly meetings attendance & % items actioned - Meetings attended by lower level staff	Improve the municipal systems operational efficiency and governance of the municipality	Team building exercises to enhance service delivery through motivation, job elimination & discovery of new / latent skills [Corporate services, All]							5344327-5406- 4453-4785- 72995940060	7333316-3787-4403- 4151- 77050660564005	58927870-230- 4044-8047- 11c0b0419348	6664009-3000- 4155-4553- 912ab6b645	4727065-4270- 4671-911a- 3942ab629b4f	R	3 000.00	R	3 165.00	R	3 339.00	

IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							00c6e553-34d6-43b0-8f66-6d42170b93d006	92aeb43-91d4-45b1-8984-93b61511b78001	80327d65-6d44-498b-447c-1a000b5c487	15007870-23c-4044-80d7-1b0cb434348	1403844d-1208-4d73-1a08-1b0c5c48b99	17c7b465-4270-4d73-1a08-3b42a603b4d	R	14 500.00	R	15 297.00	R	16 139.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	d077b6e8-4f15-4812-321d-43a7134f0b5	888d7714-53d5-40d4-80d7-0913b057a77	6d5d0408-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	150 000.00	R	158 250.00	R	166 554.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	3b5531b7-7d25-4897-a2d8-7d1d4d07d2d6	5607b70-23c-4044-80d7-1b0cb434348	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	5 040.00	1	5 317.00	R	5 630.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							00c6e553-34d6-43b0-8f66-6d42170b93d006	92aeb43-91d4-45b1-8984-93b61511b78001	6511b92-cd40-4d09-846d-1b4d72b7c1d7	5607b70-23c-4044-80d7-1b0cb434348	1403844d-1208-4d73-1a08-1b0c5c48b99	17c7b465-4270-4d73-1a08-3b42a603b4d	R	3 700.00	R	3 803.00	R	4 118.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							00c6e553-34d6-43b0-8f66-6d42170b93d006	92aeb43-91d4-45b1-8984-93b61511b78001	6511b92-cd40-4d09-846d-1b4d72b7c1d7	5607b70-23c-4044-80d7-1b0cb434348	1403844d-1208-4d73-1a08-1b0c5c48b99	17c7b465-4270-4d73-1a08-3b42a603b4d	R	2 640.00	R	2 785.00	R	2 988.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							00c6e553-34d6-43b0-8f66-6d42170b93d006	92aeb43-91d4-45b1-8984-93b61511b78001	6511b92-cd40-4d09-846d-1b4d72b7c1d7	5607b70-23c-4044-80d7-1b0cb434348	1403844d-1208-4d73-1a08-1b0c5c48b99	17c7b465-4270-4d73-1a08-3b42a603b4d	R	7 390.00	R	7 785.00	R	8 225.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							00c6e553-34d6-43b0-8f66-6d42170b93d006	92aeb43-91d4-45b1-8984-93b61511b78001	6511b92-cd40-4d09-846d-1b4d72b7c1d7	5607b70-23c-4044-80d7-1b0cb434348	1403844d-1208-4d73-1a08-1b0c5c48b99	17c7b465-4270-4d73-1a08-3b42a603b4d	R	5 000.00	R	5 275.00	R	5 562.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	10 000.00	R	10 550.00	R	11 180.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	20 000.00	R	21 400.00	R	22 800.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	20 000.00	R	21 400.00	R	22 800.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	12 000.00	R	13 293.00	R	14 024.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	224 895.00	R	237 264.00	R	250 314.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	50 000.00	R	52 750.00	R	55 651.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	1 000.00	R	1 110.00	R	1 226.00
IPA 2: Organisational Transformation and Development	Q68 1.1.31 bi: Number of ventures increasing public access to libraries and information services	Improve the municipal systems operational efficiencies and governance of the municipality	Corporate Services							534d327-5406-4d53-a785-729995840060	92aeb43-91d4-45b1-8984-93b61511b78001	0313d97-3d4d-4d54-b566-0913b057a77	898d7714-53d5-40d4-80d7-0913b057a77	6d6d009-300d-4135-1653b-912d6-1b4b45	17c7b465-4270-4d73-1a08-3b42a603b4d	R	20 000.00	R	20 590.00	R	21 130.00

IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							655044-4036-489-844-806cedef63005	1333364-3786-4603-5158-7705066056003	6940366-744-472e-844-806cedef63005	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	8 004.00	R	8 444.00	R	8 902.00
IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							4634-844-806cedef63005	1333364-3786-4603-5158-7705066056003	2402704-7046-4602-804-6723b6d5899	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	1 000.00	R	1 053.00	R	1 119.00
IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							655044-4036-489-844-806cedef63005	1333364-3786-4603-5158-7705066056003	6160191-3176-4816-5290-7705066056003	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	13 998.00	R	21 098.00	R	22 258.00
IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							5844327-5265-4634-785-72999440000	1333364-3786-4603-5158-7705066056003	3014644-226-4214-423-9955-6234854	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	2 228.00	R	2 350.00	R	2 480.00
IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							5844327-5265-4634-785-72999440000	1333364-3786-4603-5158-7705066056003	3014644-226-4214-423-9955-6234854	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	34 000.00	R	31 650.00	R	33 391.00
IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							6246376-0a1-4716-6236-61841a530001	1333364-3786-4603-5158-7705066056003	0737871-3185-4801-811-61779486d1001	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	100 000.00	R	105 500.00	R	111 307.00
IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							0646421-5531-4632-5604-8131300380001	1333364-3786-4603-5158-7705066056003	0737871-3185-4801-811-61779486d1001	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	130 000.00	R	137 350.00	R	144 093.00
IPA 2: Organizational Transformation and Development	CS 2.2.8: Youth, Sport, Women & Disability Forums in excellence	Position the municipality as a learning hub of excellence	Enable Youth, Women & Disability Forums							0718554-3265-4203-4004-8b71554001	1333364-3786-4603-5158-7705066056003	1460384-1165-4715-3927870-236-4435-5553-9124686348	5892970-236-4435-5553-9124686348	1364008-3004-4727b65-270-7946035b6d	R	20 000.00	R	21 100.00	R	22 260.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	25 000.00	R	26 575.00	R	27 828.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	10 000.00	R	10 550.00	R	11 180.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	10 000.00	R	10 550.00	R	11 180.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	125 004.00	R	131 879.00	R	139 135.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	150 000.00	R	158 350.00	R	166 954.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	50 000.00	R	52 750.00	R	55 651.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	50 000.00	R	52 750.00	R	55 651.00
IPA 3: Local Economic Development	VAE 1.3.1: No. of identified sources of funding for SMEs development support, % engaged & % target funds raised	Develop a vibrant, rapidly growing, employment generating agri-based economy	Identify sources of possible funding for SMEs support for agriculture production, agro-processing, (poultry, horticulture, dairy)							6047763-0154-4445-8053-813003	1333364-3786-4603-5158-7705066056003	6511192-4140-4619-464-646727b1b17	0725895-6504-4654-8210-51124420537	4727b65-270-7946035b6d	R	50 000.00	R	52 750.00	R	55 651.00

Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	91x13x2-6x44- 4468-4872- 13000055487	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	20 004.00	R	21 104.00	22 265.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	77x67b8b0-8b36- 4463-487b- 5352163x5772001	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	21 680.00	R	22 761.00	24 041.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	74x6774-c4b0- 4463-485b- 5665b8a37	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	89 378.00	R	94 294.00	99 489.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	31x56487-3178- 4463-485b- 4687b7d7b0a	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	1 077 540.00	R	1 131 529.00	1 193 763.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	26x26x6b-4d4- 4463-485b- 377x5638b51	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	272.00	R	285.00	300.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	60b8x47b-c4b- 4463-485b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	130 270.00	R	135 830.00	142 750.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	46x1-4d4b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	5 354.00	R	5 648.00	5 979.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	102x80x12-5x66- 4463-485b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	9 860.00	R	10 124.00	10 685.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	94x18x7b0-c7f6- 4463-485b- a775x4a433a	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	3 699 995.00	R	3 903 499.00	4 118 111.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	80x89713b-c9b2- 4463-485b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	8 795.00	R	9 280.00	9 790.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	46x6x46x-1x0b- 4463-485b- d896c119b74	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	3 795.00	R	3 903.00	4 118.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	80x89713b-c9b2- 4463-485b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	70 004.00	R	71 104.00	72 265.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	08x39671-5716- 4463-485b- 47b9657b6d5	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	11 619.00	R	12 359.00	12 992.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	47b7b85-c27b- 4463-485b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	21 004.00	R	21 104.00	22 265.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	47b7b85-c27b- 4463-485b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	20 004.00	R	21 104.00	22 265.00
Municipal Financial Viability and Management	OMB 1.1.1 100%	Improve the municipal system operational efficiencies and governance of the municipality	Finance and Internal Audit	Unqualified audit by 2018						53043327-5-006- 4453-4785- 129993940000	15x72x8x-cab- 4462-4850- 5352163x5772001	47b7b85-c27b- 4463-485b- b6c37b691	5692970x-c2b- 4044-8007- 912x466b445	66x4009-30b0- 4471-553b- 3842x6b29d4d	47x7b85-c27b- 4471-553b- 3842x6b29d4d	R	1 200.00	R	1 268.00	1 336.00

Municipal Financial Management	CGE 1.1.6: Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February							53d437c1-5d8b-463a-7f55-729953840080	d8081111-134e-4ff6-b93e-098b87032d001	29b4d4ae-c2d5-4231-c273-b05dc420455d	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	9 504.00	R	11 027.00	R	20 578.00
Municipal Financial Management	CGE 1.1.4: Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Compliant budget adjustment approved by Council in terms of all legislated requirements by 28th February							63d46137-4d4e-440d-c413b-0d773d8f0951	d8081111-134e-4ff6-b93e-098b87032d001	722d8d6b-33d0-41d4-b301-90d4b3477d1c	ee3d8107-d833-4104-8971-e6b37c2ad8d5	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	35 904.00	R	37 879.00	R	38 982.00
Municipal Financial Management	CGE 1.1.5: supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year							cc929f8f-429b-489a-485-8d0c570d4c001	7a725d4f-5d07-497e-97e4-4d500d07d02d01	ee490819-c23a-47d4-8d2c-3d728b07a7b	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	51 407.00	R	54 231.00	R	57 714.00
Municipal Financial Management	CGE 1.1.5: supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year							cc929f8f-429b-489a-485-8d0c570d4c001	7a725d4f-5d07-497e-97e4-4d500d07d02d01	42bd4400-61d7-4723-bb7d-3d651d7787d2	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	433 445.00	R	460 449.00	R	485 774.00
Municipal Financial Management	CGE 1.1.5: supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year							cc929f8f-429b-489a-485-8d0c570d4c001	7a725d4f-5d07-497e-97e4-4d500d07d02d01	39f18d41-1773-4231-3109-0d71b1d1c05e	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	2 500 000.00	R	2 637 500.00	R	2 782 565.00
Municipal Financial Management	CGE 1.1.5: supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year							cc929f8f-429b-489a-485-8d0c570d4c001	7a725d4f-5d07-497e-97e4-4d500d07d02d01	79f65d81-6d6c-4d39-876c-9f0b3d27e329	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	90 000.00	R	94 560.00	R	100 172.00
Municipal Financial Management	CGE 1.1.5: supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year							cc929f8f-429b-489a-485-8d0c570d4c001	7a725d4f-5d07-497e-97e4-4d500d07d02d01	9a127d7d5-d4d4-4d08-8412-1d0db0b35d07	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	13 900.00	R	37 294.00	R	38 095.00
Municipal Financial Management	CGE 1.1.5: supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year							cc929f8f-429b-489a-485-8d0c570d4c001	7a725d4f-5d07-497e-97e4-4d500d07d02d01	7d677d4b1-3d3b-4d1c-477e-11ed0d434d8d	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	13 500.00	R	12 154.00	R	12 823.00
Municipal Financial Management	CGE 1.1.5: supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year	Improve the municipal systems operational efficiency and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all improvements to properties, subdivisions & consolidation done in the financial year							cc929f8f-429b-489a-485-8d0c570d4c001	7a725d4f-5d07-497e-97e4-4d500d07d02d01	6a1b0d24-cd3c-4d3a-477e-11ed0d434d8d	58297070-c29b-4014-80d7-13ed0d434d8d	666d4003-300d-4d79-231b-912d86b64e15	47c77ba65-c270-4a79-91ba-3842d8c29d4d	R	21 869.00	R	22 661.00	R	24 118.00

Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-48ba-9f9c-a15508b7b01001	21ab537e-40d1-40b3-4539-ce5f6ec2b790	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	1 620.00	R	1 709.00	R	1 803.00
Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-499b-9f9c-a15508b7b01001	1056433b-3781-4265-584b-d6f7a07bdfba	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	280 139.00	R	295 585.00	R	311 789.00
Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-499b-9f9c-a15508b7b01001	2b28c4b7-4d44-4988-acc7-77f6cc2b8f51	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	216.00	R	228.00	R	240.00
Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-499b-9f9c-a15508b7b01001	8d664479-c72b-463b-914e-bc057f7b6311	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	64 740.00	R	68 301.00	R	71 057.00
Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-499b-9f9c-a15508b7b01001	1b7932d7-d283-4a3d-418f-87d50c163915	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	60 504.00	R	63 832.00	R	67 342.00
Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-499b-9f9c-a15508b7b01001	623ab42e-5a0a-465b-9f55-1d2792c39a73	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	7 584.00	R	7 765.00	R	7 957.00
Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-499b-9f9c-a15508b7b01001	44f1c19a0-546c-4430-99d4-5f7b6b1dcb0a	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	5 004.00	R	5 273.00	R	5 570.00
Municipal Financial Viability and Management	CE6.1.1.5	No. of supplementary valuation rolls in place	Improve the municipal systems operational efficiencies and governance of the municipality	Supplementary valuation rolls as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year						ce63978f-4236-468a-4485-8d0c370a2d001	7a72b54f-5407-499b-9f9c-a15508b7b01001	12112108-d0d4-468e-4e44-15d7c1de6518	5692970c-23b0-4044-40d7-1bcbdd43a948	666d4009-300d-4155-955b-912a656ba45	47c7ba85-c270-4a79-91ba-3842a6b294d4	R	111 409.00	R	117 583.00	R	124 000.00

Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	6334089-8877-4041 9135-601493843770001	7172544-5407-4096-910c-21550007101001	R 112288-0054-4065-8044-5090000346	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	69 910,00	R	67 425,00	R	71 139,00	
Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	3504342-5085-4063-910c-12392840780	7172544-5407-4096-910c-21550007101001	63962318-3455-4044-4070-4200025498	5692970-230-4044-4047-11000034346	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	10 632,00	R	11 217,00	R	11 684,00
Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	6050045-4030-4096-910c-8180c64453006	7172544-5407-4096-910c-21550007101001	45986318-3455-4044-4070-4200025498	5692970-230-4044-4047-11000034346	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	10 632,00	R	11 219,00	R	11 685,00
Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	6050045-4030-4096-910c-8180c64453006	7172544-5407-4096-910c-21550007101001	44065314-2070-4044-4047-11000034346	5692970-230-4044-4047-11000034346	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	6 480,00	R	6 835,00	R	7 212,00
Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	6050045-4030-4096-910c-8180c64453006	7172544-5407-4096-910c-21550007101001	6140681-3175-4044-4047-11000034346	5692970-230-4044-4047-11000034346	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	35 946,00	R	37 923,00	R	40 009 00
Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	6334089-8877-4041 9135-601493843770001	7172544-5407-4096-910c-21550007101001	13418934-4797-4045-3438-43498916167	1210034-9400-4045-3438-43498916167	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	1 068,00	R	2 076,00	R	2 190,00
Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	6334089-8877-4041 9135-601493843770001	7172544-5407-4096-910c-21550007101001	13418934-4797-4045-3438-43498916167	1210034-9400-4045-3438-43498916167	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	6 284,00	R	6 644,00	R	7 010,00
Municipal Financial Viability and Management	OSG 1.1.5: supplementary valuation role in place	No. of supplementary valuation roles	Improve the municipal systems operational efficiencies and governance of the municipality	Finance	Supplementary valuation role as prescribed by the Municipal Property Rates Act No.6 of 2004, on all properties, subdivisions & consolidation done in the financial year	6334089-8877-4041 9135-601493843770001	7172544-5407-4096-910c-21550007101001	13418934-4797-4045-3438-43498916167	1210034-9400-4045-3438-43498916167	646-0009-3000-4155-3553-9124865445	47271065-270-4047-3115-38427-503447	R	833,00	R	879,00	R	927,00

Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5562746-5684-4421-8836-2995564888001	6734761D-1482-421-8836-7877291146004	20324879-4614-479a-8365-66919936275	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	9 996.00	R	10 546.00	R	11 136.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	680121144664-4684-468f-729595807801	6734761D-1482-421-8836-7877291146004	16a2007f-4007-4254-3404-09590d2391	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	3 000.00	R	3 165.00	R	3 339.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	8462a6f-250b-4681-468b-5029398a809	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	2 004.00	R	2 114.00	R	2 250.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	0313a767-4d12-42a6-11d0-4d4172914e4f	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	52 109.00	R	54 970.00	R	57 993.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	37511104-1608-4f0d-934d-55a6559d9d4	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	1 128.00	R	1 190.00	R	1 255.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	39c4a6f4-5d14-4f0d-934d-385c7c12d0	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	60 200.00	R	66 676.00	R	70 342.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	676640d-74d8-4354-4475-47c94f9b51	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	22 272.00	R	23 497.00	R	24 789.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	8f040224-459c-495a-4d76-8a56a62574	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	28 026.00	R	27 457.00	R	28 964.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	140543b-373b-4205-4346-0879472d4b8	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	312 312.00	R	339 489.00	R	347 611.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	140543b-373b-4205-4346-0879472d4b8	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	216.00	R	228.00	R	240.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	3826c7b-46d4-495b-4d76-1776c2f0b1	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	36 720.00	R	392 040.00	R	407 653.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	18800070-420b-469b-918e-16c5197d411	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	71 710.00	R	75 085.00	R	78 085.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	67397071-028b-4470-4475-8745046396	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	67 464.00	R	71 710.00	R	75 085.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	623a6a7f-566b-469f-1452-8d29225673	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	3 500.00	R	3 760.00	R	3 967.00
Municipal Financial Management	Q66 1.1.7	%	Improve the municipal systems operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA	5344327-5406-4453-4785-729595840000	6734761D-1482-421-8836-7877291146004	623a6a7f-566b-469f-1452-8d29225673	5692970-236-4404-8017-136b6d34348	6684009-300d-4155-653b-912a66b6a45	4727b65-270-4471913a-3842a6b29d4f	R	24 000.00	R	25 320.00	R	26 713.00

Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	440b4c1b-4e41-4437-9151-8423510465	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	12 020.00	R	12 680.00	R	13 356.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	700079f4-4e4f-4d47-454b-7d41b384a2c	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	180 000.00	R	189 500.00	R	200 344.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	458243b0-46b1-4a4e-94d8-46c41809919c	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	648 764.00	R	682 336.00	R	719 864.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	974717b-4e46-424b-443e-46c41835949	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	648 764.00	R	682 336.00	R	719 864.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	51 086.00	R	53 906.00	R	56 871.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	139 704 00	R	147 310.00	R	155 484.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	1 761.00	R	1 886.00	R	1 990.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	9 900.00	R	10 444.00	R	11 019.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	2 486.00	R	2 631.00	R	2 778.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	9 000.00	R	9 463.00	R	10 017.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	24 996.00	R	26 371.00	R	27 821.00
Municipal Financial Management	Obj 1.1.7: % Compliance of budget preparation & budget related policies finalization within MFMA prescripts	Improve the municipal system operational efficiency and governance of the municipality	Compliance with budget preparation and budget related policies finalization in accordance with the MFMA					5344322-5406-4453-4785-72993940000	67347510-1482-4211-4889-76767231146004	46b44f72-328c-469f-91c8-084294b4de	5822370-23b-4044-8047-11c0b4f34348	6664009-30b0-4155-653b-9124e6b445	47c7b485-270-4477-911b-3942c6b294d7	R	2 100.00	R	2 215.00	R	2 337.00

RPA 5: Good Governance and Public Participation	CAS 2.2.5: Programmes to enhance the efficiency, cost effectiveness, adequate and affordable services to all our citizens	HN/AUDS Coordinator	Make noise and be heard for each deliverable milestone							e65c0d41-50db-4895-b844-Billeded4fe3005	1333f9e4-37ff-4d09-61eaabfb-b376-033b-465c-b65b-7703bd0603564001	5b697970-d28c-4044-8047-1bc0bb3434e	f6860406-30db-4155-b65b-912abeb6ba45	47c7baf5-d701-4e77313e-3842cb623adff	R	1 020.00	R	1 055.00	R	1 113.00
RPA 5: Good Governance and Public Participation	CAS 2.2.5: Programmes to enhance the efficiency, cost effectiveness, adequate and affordable services to all our citizens	HN/AUDS Coordinator	Make noise and be heard for each deliverable milestone							e65c0d41-50db-4895-b844-Billeded4fe3005	1333f9e4-37ff-4d09-61eaabfb-b376-033b-465c-b65b-7703bd0603564001	5b697970-d28c-4044-8047-1bc0bb3434e	f6860406-30db-4155-b65b-912abeb6ba45	47c7baf5-d701-4e77313e-3842cb623adff	R	7 510.00	R	7 923.00	R	8 359.00
RPA 5: Good Governance and Public Participation	CAS 2.2.5: Programmes to enhance the efficiency, cost effectiveness, adequate and affordable services to all our citizens	HN/AUDS Coordinator	Make noise and be heard for each deliverable milestone							e65c0d41-50db-4895-b844-Billeded4fe3005	1333f9e4-37ff-4d09-61eaabfb-b376-033b-465c-b65b-7703bd0603564001	5b697970-d28c-4044-8047-1bc0bb3434e	f6860406-30db-4155-b65b-912abeb6ba45	47c7baf5-d701-4e77313e-3842cb623adff	R	14 000.00	R	14 770.00	R	15 502.00
RPA 5: Good Governance and Public Participation	CAS 2.2.5: Programmes to enhance the efficiency, cost effectiveness, adequate and affordable services to all our citizens	HN/AUDS Coordinator	Make noise and be heard for each deliverable milestone							e65c0d41-50db-4895-b844-Billeded4fe3005	1333f9e4-37ff-4d09-61eaabfb-b376-033b-465c-b65b-7703bd0603564001	5b697970-d28c-4044-8047-1bc0bb3434e	f6860406-30db-4155-b65b-912abeb6ba45	47c7baf5-d701-4e77313e-3842cb623adff	R	800.00	R	844.00	R	880.00
Total SDRP															R	148 277 777.00	R	159 333 595.00	R	201 661 805.00
Total Budget															R	148 508 508.00	R	159 069 064.00	R	202 697 805.00
Difference															R	230 731.00	R	264 331.00	R	1 025 999.00