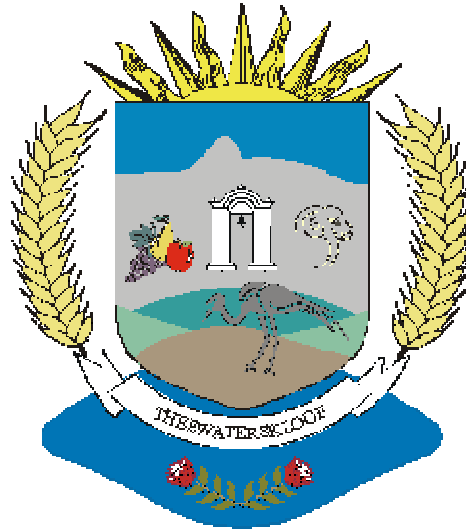


# Theewaterskloof Municipality



## **Final Budget**

### **2019/2020 to 2021/2022**

### **28 May 2019**

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*English is original version*

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## **Abbreviations and Acronyms**

IDP	Integrated Development Plan
MTREF	Medium Term Revenue and Expenditure Framework
NERSA	National Electricity Regulator South Africa
kl	Kilolitre
kWh	Kilowatt
VAT	Value Added Tax
SMME	Small Micro and Medium Enterprises
CPI	Consumer Price index
MFMA	Municipal Finance Management Act 56 of 2003
GFS	Government Financial Statistics
MBRR	Municipal Budget and Reporting Regulations
GRAP	Generally Recognized Accounting Practice
MSA	Municipal Systems Act
MIG	Municipal Infrastructure Grant
LED	Local Economic Development
SDBIP	Service Delivery Budget Implementation Plan
DoRA	Division of Revenue Act
PDO	Predetermined Objectives
KPI	Key Performance Indicator
KPA	Key Performance Area
RBIG	Regional Bulk Infrastructure Grant
MTBPS	Medium Term Budget Policy Statement

## 1. Council Resolutions

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1. That Council resolves that the Final Annual Operating Budget of the municipality for the financial year 2019/2020 and indicative for the two projected Outer Years 2020/2021 and 2021/2022 be approved as set out on Tables A1, A2, A3 and A4.(pages 7 - 12).
2. That Council resolves that the Final Annual Capital Budget of the municipality for the financial year 2019/2020 and indicative for the two projected Outer Years 2020/2021 and 2021/2022 be approved as set out on Tables A1, A5 and SA36.(pages 7, 14, and 93).
3. That Council resolves that the Monthly Cash Flow Forecasts with appropriate amendments be approved as the Cash Flow Budget of the Council for the 2019/2020 financial year as set out on Tables A1 and A7. (Pages 7 and 18).
4. That Council resolves to adopt the Final Reviewed Integrated Development Plan.
5. That Council resolves to adopt the “Spatial Development Framework” as part of the Integrated Development Plan, as regulated by the Municipal Systems Act (Act 32 of 2000), as directed in terms of Section 22 of the Bill on the Land Use Planning Act.
6. That Council resolves that the Final Tariff Charges are approved for the Financial Year 2019/2020. (Annexure A).
7. That the Final Monthly Indigent Subsidy in respect of 6kl Water, 70KwH Electricity, Refuse, Sewer and Informal Settlement Plot Rental (where applicable) are approved and that the applicable free basic services subsidies be calculated on the approved tariffs for the applicable services and measurable units.
8. That it be noted that “Unfunded Functions” and “Underfunded Functions” are fully budgeted for at present service levels and in respect of Housing.
9. That note is taken that Internal Division of Costs(Departmental Charges) are calculated based on expected budgeted time spent, measurable units/quantities, cost, and that tariffs are determined accordingly.
10. All policies were reviewed and that Council resolves to adopt the following Amendments to the Policies as per Annexure B

### Annexure B

- 1) Tariff Policy
- 2) Credit Control & Debt Collection Policy
- 3) Writing-off of irrecoverable debt
- 4) Indigent Policy
- 5) Rates Policy
- 6) Supply Chain Management Policy
- 7) Asset and Insurance policy
- 8) Infrastructure Policy

## 2. Executive summary

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### LEGAL REQUIREMENTS

The MTREF for 2019/20 to 2021/2022 were compiled in accordance with the requirements of the relevant legislation, of which the following are the most important –

- The Constitution of the Republic of South Africa, Act 108 of 1996;
- The Municipal Structures Act, Act 117 of 1998;
- The Municipal Systems Act, Act 32 of 2000;
- The Municipal Finance Management Act, Act 56 of 2003;
- The Municipal Budget and Reporting Regulations promulgated on 17 April 2009; and
- The Division of Revenue Act

The main objective of a municipal budget is to allocate realistically expected resources to the service delivery goals or performance objectives identified as priorities in the Integrated Development Plan.

The following budget principles and guidelines directly informed the compilation of the 2019/20 to 2021/2022 MTREF –

- National Treasury's MFMA Circulars were used to guide the compilation of the MTREF;
- Headline inflation predictions;
- National outcomes and priorities;
- NERSA guidelines;
- The priorities and targets in relation to the key strategic focus areas as determined in the IDP;
- Tariff and property rates revenue stream increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, or instance the cost-of-living increases and cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- External loans will be taken up during this budget year as a means of supporting the Capital Budget, to enhance service delivery.

Growth to the Theewaterskloof Municipality's Medium Term Revenue and Expenditure Framework (MTREF) is based on a combination of factors such as (relatively low) generic growth to core tariff-based services, operational efficiencies, and revenue-related policies aimed at optimising and sustaining all income sources.

The MTREF-based Revenue and Expenditure Projections assumed inflation-linked annual adjustments. The main challenges experienced during the compilation of the 2019/20 MTREF can be summarised as follows:

- The increased costs associated with bulk water and electricity, placing upward pressure on tariff increases to consumers. Continued high tariff increases may soon render municipal services financially unaffordable and impact negatively on revenue collection targets;
- Reprioritisation of capital projects and operating expenditure within the financial affordability limits of the Budget, taking the cash position into account;
- Salary increases for municipal staff exceeding consumer inflation, and the requirement to fill funded vacant, critical and essential positions in accordance with the Salary and Wage Collective Agreement;
- National and local economic difficulties (low economic growth)
- Above inflation increases in essential maintenance costs
- Old infrastructure which needs to be consistently maintained or replaced

- Reduced consumption of water and electricity in response to water restrictions and load shedding

The following further key parameters which are informed by the need to recover costs and to balance the budget were considered for the 2019/20 financial year:

Tariff increases:

- Assessment Rates 6%
- Electricity 13.07% (Subject to NERSA's final approval)
- Water 24%
- Sanitation (Sewer) 6%
- Solid Waste (Refuse) 6%

The following table provides a consolidated overview of the proposed 2019/2020 MTREF taking into consideration tariff adjustments and increases to input costs:

<b>Description R thousand</b>	<b>Current Year 2018/19</b>	<b>Budget Year 2019/20</b>	<b>Budget Year +1 2020/21</b>	<b>Budget Year +2 2021/22</b>
Total Operating Revenue	(604 637)	(621 839)	(619 997)	(671 260)
Total Operating Expenditure	580 824	574 585	593 812	609 840
(Suplus)/Deficit for the year	(23 814)	(47 255)	(26 185)	(61 421)
Total Capital Expenditure	73 261	130 593	63 798	99 096

Total operating revenue is projected to grow by 3 per cent or R 17,202 million for the 2019/20 financial year when compared to the 2018/19 budget. For the two outer years, operational revenue will decrease by 0.3% and increase by 8.3% respectively, equating to a total revenue growth of R 49,421 million over the MTREF when compared to the 2019/20 financial year.

The major items of operating revenue are as follows:

<b>Description R thousand</b>	<b>Current Year 2018/19</b>	<b>Budget Year 2019/20</b>	<b>% of Total Revenue</b>	<b>Growth 2018/19 - 2019/20</b>
Property Rates	100 604	109 650	18%	9%
Service Charges	222 334	235 474	38%	6%
Operational grants	151 388	138 442	22%	-9%
Capital grants	42 878	70 206	11%	64%
Other own Revenue	87 433	68 067	11%	-22%
	<b>604 637</b>	<b>621 839</b>	<b>100%</b>	<b>3%</b>

Revenue from service charges is the biggest part (38%) of the municipality's revenue followed by operational grants (22%) and property rates (18%). There has been a decrease in operational grants (9%) and other own revenue (22%) when compared to the 2018/19 financial year. The reduction in operational grants is attributable to a decrease to the Housing Grant while other own revenue decreased due to a conservative approach that was taken for the traffic fines which was adjusted to the original budget of 2018/2019. In addition, the interest on outstanding debtors are expected to decrease due to the roll out of the revenue enhancement strategy and debt collection initiatives.

The major operating expenditure items are summarised below:

	<b>Current Year 2018/19</b>	<b>Budget Year 2019/20</b>	<b>% of Total Expenditure</b>	<b>Growth 2018/19 - 2019/20</b>
Employee costs	202 057	225 087	39%	11%
Remuneration of councillors	12 179	12 615	2%	4%
Depreciation & asset impairment	31 305	29 066	5%	-7%
Finance charges	22 362	20 019	3%	-10%
Materials and bulk purchases	134 654	138 284	24%	3%
Transfers and grants	347	186	0%	-46%
Other expenditure	177 921	149 328	26%	-16%
	<b>580 824</b>	<b>574 585</b>	<b>100%</b>	<b>-1,1%</b>

Total operating expenditure for the 2019/20 financial year amounts to R 574,585 million, which represents an decrease of R 6,239 million (-1.1%) over 2018/19 and an increase of 3.3% in 2020/2021 and a decrease of 2.7% in 2021/2022.

<b>Description R thousand</b>	<b>Current Year 2018/19</b>	<b>Budget Year 2019/20</b>	<b>Budget Year +1 2020/21</b>	<b>Budget Year +2 2021/22</b>
Total Capital Expenditure	73 261	130 593	63 798	99 096

The capital expenditure amount to R 130,593 million and has decrease by 78.3% when compared to the 2018/19 adjustment budget. The outer years decline to R 63,798 million in 2020/2021 and R 99,096 million in 2021/2022.

Successful alignment of Theewaterskloof Municipality's service delivery priorities, as embodied in the updated IDP and its focus areas, objectives and perspectives, to that of National and Provincial Governments is seen as critical if the Municipality wants to achieve its developmental goals. The Strategic Focus Areas developed by Theewaterskloof Municipality are as follows:

- Financial Viability
- Good Governance
- Institutional Development
- Basic Service Delivery
- Local Economic Development



### 3. Operating Revenue and Expenditure Framework

Vote Description  R thousand	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue by Vote</b>									
Vote 1 - Budget and treasury office	152 785	189 291	189 072	187 973	194 637	194 637	204 442	217 587	232 220
Vote 2 - Community and social services	7 365	8 654	8 202	9 942	9 942	9 942	10 226	11 076	11 689
Vote 3 - Corporate services	30 762	4 139	27 995	26 688	28 798	28 798	27 694	27 133	28 932
Vote 4 - Electricity	75 893	75 261	89 649	88 413	93 963	93 963	108 285	113 483	120 115
Vote 5 - Environmental protection	-	-	-	-	-	-	-	-	-
Vote 6 - Executive and council	9 851	7 019	1 153	1 130	1 459	1 459	1 130	1 190	1 254
Vote 7 - Housing	50 823	19 235	16 858	61 255	56 017	56 017	63 349	34 500	48 680
Vote 8 - Planning and development	5 239	6 536	3 374	2 558	2 013	2 013	2 728	2 998	3 065
Vote 9 - Public safety	31 275	31 111	48 278	32 261	50 392	50 392	34 833	36 923	39 138
Vote 10 - Road transport	6 581	5 746	5 448	6 263	6 806	6 806	11 063	7 166	7 589
Vote 11 - Sport and recreation	56	49	77	444	444	444	266	49	52
Vote 12 - Waste management	31 226	34 496	37 096	42 785	43 843	43 843	45 352	48 316	51 442
Vote 13 - Waste water management	30 289	31 703	33 936	40 341	41 349	41 349	42 761	45 543	48 478
Vote 14 - Water	51 760	69 465	72 699	79 970	74 976	74 976	69 710	74 034	78 608
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>483 904</b>	<b>482 706</b>	<b>533 838</b>	<b>580 022</b>	<b>604 637</b>	<b>604 637</b>	<b>621 839</b>	<b>619 997</b>	<b>671 260</b>
<b>Expenditure by Vote to be appropriated</b>									
Vote 1 - Budget and treasury office	38 694	40 264	53 537	46 719	52 435	52 435	56 762	59 822	62 661
Vote 2 - Community and social services	6 283	7 732	6 527	9 317	9 229	9 229	9 698	10 342	10 962
Vote 3 - Corporate services	17 298	59 656	73 731	78 085	80 252	80 252	79 188	82 086	86 647
Vote 4 - Electricity	64 006	69 079	70 727	77 609	76 989	76 989	93 407	95 642	101 181
Vote 5 - Environmental protection	2	0	0	299	99	99	290	307	326
Vote 6 - Executive and council	63 274	29 788	19 172	38 184	38 181	38 181	42 570	45 412	48 090
Vote 7 - Housing	48 557	12 781	6 458	43 588	46 353	46 353	33 159	28 520	16 061
Vote 8 - Planning and development	9 537	10 087	9 730	13 116	13 821	13 821	13 671	14 593	15 352
Vote 9 - Public safety	40 843	47 867	62 942	55 854	74 481	74 481	54 735	56 819	58 765
Vote 10 - Road transport	28 777	30 353	31 434	30 374	30 717	30 717	36 452	38 501	40 596
Vote 11 - Sport and recreation	7 667	7 822	8 106	10 772	10 508	10 508	11 592	12 283	13 016
Vote 12 - Waste management	44 050	45 025	41 985	53 119	53 057	53 057	50 260	52 452	54 744
Vote 13 - Waste water management	28 515	31 127	31 140	39 150	39 804	39 804	37 489	39 101	40 728
Vote 14 - Water	42 023	47 714	49 083	54 996	54 897	54 897	55 312	57 933	60 711
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>439 527</b>	<b>439 294</b>	<b>464 573</b>	<b>551 182</b>	<b>580 824</b>	<b>580 824</b>	<b>574 585</b>	<b>593 812</b>	<b>609 840</b>
<b>Surplus/(Deficit) for the year</b>	<b>44 377</b>	<b>43 412</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>

## 4. Capital Expenditure

Vote Description R thousand	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Capital expenditure - Vote</b>										
<b>Multi-year expenditure to be appropriated</b>										
Vote 1 - Budget and treasury office	-	-	-	-	-	-	-	-	-	-
Vote 2 - Community and social services	-	504	-	-	-	-	-	-	-	-
Vote 3 - Corporate services	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity	-	-	3 642	165	165	165	165	6 248	9 226	10 321
Vote 5 - Environmental protection	-	-	-	-	-	-	-	-	-	-
Vote 6 - Executive and council	-	-	-	-	-	-	-	-	-	-
Vote 7 - Housing	7 069	11 395	-	-	-	-	-	-	-	-
Vote 8 - Planning and development	-	-	-	-	-	-	-	-	-	-
Vote 9 - Public safety	-	-	-	-	-	-	-	-	-	-
Vote 10 - Road transport	-	195	9 881	877	978	978	978	1 066	1 566	-
Vote 11 - Sport and recreation	-	-	-	-	-	-	-	-	-	-
Vote 12 - Waste management	-	1 030	-	-	-	-	-	5 274	7 797	3 908
Vote 13 - Waste water management	-	6 424	10 890	18 686	18 413	18 413	18 413	18 216	19 133	24 448
Vote 14 - Water	-	219	4 031	3 836	3 836	3 836	3 836	3 136	9 552	18 240
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	<b>7 069</b>	<b>19 767</b>	<b>28 444</b>	<b>23 565</b>	<b>23 392</b>	<b>23 392</b>	<b>23 392</b>	<b>33 940</b>	<b>47 274</b>	<b>56 916</b>
<b>Single-year expenditure to be appropriated</b>										
Vote 1 - Budget and treasury office	32	9	19	-	27	27	27	146	-	-
Vote 2 - Community and social services	444	161	421	358	358	358	358	150	-	-
Vote 3 - Corporate services	1 657	2 262	5 045	2 403	4 940	4 940	4 940	9 203	-	-
Vote 4 - Electricity	13 081	11 520	10 540	3 350	4 940	4 940	4 940	3 410	-	-
Vote 5 - Environmental protection	-	-	-	-	-	-	-	-	-	-
Vote 6 - Executive and council	7 014	1 524	1 224	3 746	1 734	1 734	1 734	1 458	-	-
Vote 7 - Housing	-	-	14 937	24 100	18 085	18 085	18 085	38 699	15 000	42 180
Vote 8 - Planning and development	-	-	17	-	-	-	-	200	-	-
Vote 9 - Public safety	223	75	401	6 300	1 032	1 032	1 032	321	-	-
Vote 10 - Road transport	3 518	501	584	100	140	140	140	15 332	1 524	-
Vote 11 - Sport and recreation	3 199	1 346	985	1 600	1 600	1 600	1 600	820	-	-
Vote 12 - Waste management	3 000	1 870	1 291	10 734	12 046	12 046	12 046	5 782	-	-
Vote 13 - Waste water management	18 857	14 812	1 818	-	-	-	-	17 093	-	-
Vote 14 - Water	6 581	9 163	21 488	2 500	4 967	4 967	4 967	4 040	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	<b>57 605</b>	<b>43 244</b>	<b>58 770</b>	<b>55 191</b>	<b>49 870</b>	<b>49 870</b>	<b>49 870</b>	<b>96 653</b>	<b>16 524</b>	<b>42 180</b>
<b>Total Capital Expenditure - Vote</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
<b>Capital Expenditure - Functional</b>										
<b>Governance and administration</b>	<b>8 703</b>	<b>3 796</b>	<b>6 288</b>	<b>6 149</b>	<b>6 701</b>	<b>6 701</b>	<b>6 701</b>	<b>11 007</b>	<b>-</b>	<b>-</b>
Executive and council	1 377	1 524	1 224	-	-	-	-	4	-	-
Finance and administration	7 327	2 271	5 064	6 149	6 696	6 696	6 696	11 004	-	-
Internal audit	-	-	-	-	6	6	6	-	-	-
<b>Community and public safety</b>	<b>10 935</b>	<b>13 481</b>	<b>16 744</b>	<b>26 058</b>	<b>20 043</b>	<b>20 043</b>	<b>20 043</b>	<b>39 990</b>	<b>15 000</b>	<b>42 180</b>
Community and social services	444	665	421	358	358	358	358	150	-	-
Sport and recreation	3 199	1 346	985	1 600	1 600	1 600	1 600	820	-	-
Public safety	223	75	401	-	-	-	-	321	-	-
Housing	7 069	11 395	14 937	24 100	18 085	18 085	18 085	38 699	15 000	42 180
Health	-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	<b>3 518</b>	<b>696</b>	<b>10 482</b>	<b>7 277</b>	<b>2 150</b>	<b>2 150</b>	<b>2 150</b>	<b>16 398</b>	<b>3 090</b>	<b>-</b>
Planning and development	-	-	17	-	-	-	-	-	-	-
Road transport	3 518	696	10 465	7 277	2 150	2 150	2 150	16 398	3 090	-
Environmental protection	-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	<b>41 519</b>	<b>45 038</b>	<b>53 700</b>	<b>39 272</b>	<b>44 367</b>	<b>44 367</b>	<b>44 367</b>	<b>63 199</b>	<b>45 708</b>	<b>56 916</b>
Energy sources	13 081	11 520	14 183	3 515	5 105	5 105	5 105	9 658	9 226	10 321
Water management	6 581	9 382	25 519	6 336	8 803	8 803	8 803	7 176	9 552	18 240
Waste water management	18 857	21 236	12 708	18 686	18 413	18 413	18 413	35 309	19 133	24 448
Waste management	3 000	2 899	1 291	10 734	12 046	12 046	12 046	11 056	7 797	3 908
<b>Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Functional</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
<b>Funded by:</b>										
National Government	27 885	25 982	32 676	22 489	23 325	23 325	23 325	26 826	27 902	29 487
Provincial Government	5 468	11 405	17 469	24 859	19 413	19 413	19 413	39 069	15 000	42 180
District Municipality	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	1 442	-	-	-	-	-	4 311	-	-
<b>Transfers recognised - capital</b>	<b>33 353</b>	<b>38 828</b>	<b>50 145</b>	<b>47 348</b>	<b>42 738</b>	<b>42 738</b>	<b>42 738</b>	<b>70 206</b>	<b>42 902</b>	<b>71 667</b>
<b>Borrowing</b>	<b>7 289</b>	<b>11 905</b>	<b>25 241</b>	<b>10 420</b>	<b>14 145</b>	<b>14 145</b>	<b>14 145</b>	<b>37 661</b>	<b>9 396</b>	<b>10 473</b>
<b>Internally generated funds</b>	<b>24 033</b>	<b>12 278</b>	<b>11 828</b>	<b>20 988</b>	<b>16 378</b>	<b>16 378</b>	<b>16 378</b>	<b>22 727</b>	<b>11 501</b>	<b>16 956</b>
<b>Total Capital Funding</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>

## 5. Annual budget tables

The following ten tables set out the municipality's 2019/2020 budget and MTREF to be approved by resolution of Council:  
Budget Summary (Table A1)

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	75 778	85 873	98 397	100 604	100 604	100 604	100 604	109 650	116 229	123 203
Service charges	173 802	192 806	202 205	225 028	222 334	222 334	222 334	235 474	248 493	263 403
Investment revenue	7 323	7 323	8 157	6 159	6 159	6 159	6 159	6 528	6 920	7 335
Transfers recognised - operational	128 047	96 188	96 989	146 043	151 388	151 388	151 388	138 442	140 221	136 507
Other own revenue	64 125	62 096	77 673	54 840	81 275	81 275	81 275	61 539	65 232	69 145
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>449 075</b>	<b>444 286</b>	<b>483 421</b>	<b>532 674</b>	<b>561 759</b>	<b>561 759</b>	<b>561 759</b>	<b>551 633</b>	<b>577 095</b>	<b>599 593</b>
Employee costs	150 283	162 337	181 044	201 998	202 057	202 057	202 057	225 087	238 331	252 590
Remuneration of councillors	8 939	9 987	11 539	12 179	12 179	12 179	12 179	12 615	13 372	14 175
Depreciation & asset impairment	24 695	28 837	24 122	31 305	31 305	31 305	31 305	29 066	29 066	29 066
Finance charges	19 081	19 629	19 010	22 362	22 362	22 362	22 362	20 019	21 220	22 493
Materials and bulk purchases	62 105	67 126	67 091	137 223	134 654	134 654	134 654	138 284	136 780	130 816
Transfers and grants	1 214	2 285	2 378	232	347	347	347	186	186	186
Other expenditure	173 209	149 093	159 389	145 884	177 921	177 921	177 921	149 328	154 857	160 514
<b>Total Expenditure</b>	<b>439 527</b>	<b>439 294</b>	<b>464 573</b>	<b>551 182</b>	<b>580 824</b>	<b>580 824</b>	<b>580 824</b>	<b>574 585</b>	<b>593 812</b>	<b>609 840</b>
<b>Surplus/(Deficit)</b>	<b>9 548</b>	<b>4 992</b>	<b>18 848</b>	<b>(18 508)</b>	<b>(19 065)</b>	<b>(19 065)</b>	<b>(19 065)</b>	<b>(22 951)</b>	<b>(16 717)</b>	<b>(10 246)</b>
Transfers and subsidies - capital (monetary allocation)	33 353	38 416	50 145	47 348	42 738	42 738	42 738	70 206	42 902	71 667
Contributions recognised - capital & contributed assets	—	—	272	—	140	140	140	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>42 901</b>	<b>43 408</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) for the year</b>	<b>42 901</b>	<b>43 408</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
Transfers recognised - capital	33 353	38 828	50 145	47 348	42 738	42 738	42 738	70 206	42 902	71 667
Borrowing	7 289	11 905	25 241	10 420	14 145	14 145	14 145	37 661	9 396	10 473
Internally generated funds	24 033	12 278	11 828	20 988	16 378	16 378	16 378	22 727	11 501	16 956
<b>Total sources of capital funds</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
<b>Financial position</b>										
Total current assets	109 142	114 701	133 180	98 916	146 384	146 384	146 384	127 895	135 129	152 661
Total non current assets	755 983	789 587	853 115	944 634	895 060	895 060	895 060	997 341	1 032 873	1 103 750
Total current liabilities	106 556	81 130	91 944	88 759	107 148	107 148	107 148	107 768	109 873	119 956
Total non current liabilities	178 143	211 827	213 755	236 180	229 885	229 885	229 885	265 804	280 280	297 185
Community wealth/Equity	580 427	611 331	680 596	718 611	704 410	704 410	704 410	751 664	777 849	839 269
<b>Cash flows</b>										
Net cash from (used) operating	60 819	76 981	95 335	53 731	58 842	58 842	58 842	73 661	51 610	82 414
Net cash from (used) investing	(65 569)	(62 021)	(87 571)	(78 754)	(73 247)	(73 247)	(73 247)	(131 335)	(64 598)	(99 944)
Net cash from (used) financing	(7 270)	(7 079)	(8 187)	2 247	5 192	5 192	5 192	23 290	27	1 836
<b>Cash/cash equivalents at the year end</b>	<b>56 442</b>	<b>64 323</b>	<b>63 901</b>	<b>18 835</b>	<b>54 688</b>	<b>54 688</b>	<b>54 688</b>	<b>20 305</b>	<b>7 344</b>	<b>(8 350)</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	67 169	75 969	76 469	30 480	67 257	67 257	67 257	33 628	21 466	6 620
Application of cash and investments	24 489	26 370	26 280	4 977	23 573	23 573	23 573	(4 035)	(18 898)	(38 781)
<b>Balance - surplus (shortfall)</b>	<b>42 680</b>	<b>49 598</b>	<b>50 189</b>	<b>25 503</b>	<b>43 684</b>	<b>43 684</b>	<b>43 684</b>	<b>37 663</b>	<b>40 364</b>	<b>45 401</b>
<b>Asset management</b>										
Asset register summary (WDV)	745 252	777 939	840 534	932 988	882 491	882 491	882 491	984 018	1 018 750	1 088 781
Depreciation	24 695	28 837	24 122	31 305	31 305	31 305	31 305	29 066	29 066	29 066
Renewal and Upgrading of Existing Assets	23 310	23 729	38 404	25 418	28 334	28 334	28 334	44 858	38 001	37 692
Repairs and Maintenance	23 837	27 370	20 647	104 499	106 848	106 848	106 848	108 877	115 523	122 454
<b>Free services</b>										
Cost of Free Basic Services provided	15 350	18 096	19 458	26 039	26 039	26 039	25 281	25 281	26 797	28 405
Revenue cost of free services provided	1 511	1 371	1 381	1 391	1 376	1 376	1 459	1 459	1 546	1 639
<b>Households below minimum service level</b>										
Water:	0	0	0	—	—	—	—	—	—	—
Sanitation/sewage:	0	0	0	—	—	—	—	—	—	—
Energy:	—	—	—	—	—	—	—	—	—	—
Refuse:	0	0	—	—	—	—	—	—	—	—

## **Explanatory notes Table A1 - Budget Summary**

1. Table A1 is a budget summary and provides a concise overview of the Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
  - a. The operating surplus/deficit (after Total Expenditure) is negative over the MTREF
  - b. Capital expenditure is balanced by capital funding sources, of which
    - i. Transfers recognised is reflected on the Financial Performance Budget;
    - ii. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget and indicates that the repayment of loans exceed the envisaged new borrowing;
    - iii. Internally generated funds are financed from a combination of the current operating surplus and input VAT reclaimed on conditional grants. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. The section on Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs.

Budgeted Financial Performance (Revenue and Expenditure by standard classification) (Table A2)

Functional Classification Description  R thousand	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue - Functional</b>									
<b>Governance and administration</b>	<b>193 398</b>	<b>200 450</b>	<b>218 219</b>	<b>215 791</b>	<b>224 894</b>	<b>224 894</b>	<b>233 266</b>	<b>245 909</b>	<b>262 406</b>
Executive and council	7 763	7 019	1 153	1 130	1 459	1 459	1 130	1 190	1 254
Finance and administration	185 635	193 430	217 067	214 661	223 434	223 434	232 136	244 719	261 152
Internal audit	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>	<b>58 244</b>	<b>27 938</b>	<b>25 137</b>	<b>71 641</b>	<b>116 795</b>	<b>116 795</b>	<b>108 674</b>	<b>82 547</b>	<b>99 558</b>
Community and social services	7 365	8 654	8 202	9 942	9 942	9 942	10 226	11 076	11 689
Sport and recreation	56	49	77	444	444	444	266	49	52
Public safety	-	-	-	-	50 392	50 392	34 833	36 923	39 138
Housing	50 823	19 235	16 858	61 255	56 017	56 017	63 349	34 500	48 680
Health	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	<b>43 096</b>	<b>43 393</b>	<b>57 100</b>	<b>41 082</b>	<b>8 818</b>	<b>8 818</b>	<b>13 791</b>	<b>10 164</b>	<b>10 654</b>
Planning and development	5 239	6 536	3 374	2 558	2 013	2 013	2 728	2 998	3 065
Road transport	37 857	36 857	53 726	38 524	6 806	6 806	11 063	7 166	7 589
Environmental protection	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	<b>189 167</b>	<b>210 925</b>	<b>233 381</b>	<b>251 507</b>	<b>254 130</b>	<b>254 130</b>	<b>266 108</b>	<b>281 376</b>	<b>298 642</b>
Energy sources	75 893	75 261	89 649	88 413	93 963	93 963	108 285	113 483	120 115
Water management	51 760	69 465	72 699	79 970	74 976	74 976	69 710	74 034	78 608
Waste water management	30 289	31 703	33 936	40 341	41 349	41 349	42 761	45 543	48 478
Waste management	31 226	34 496	37 096	42 785	43 843	43 843	45 352	48 316	51 442
<b>Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue - Functional</b>	<b>483 904</b>	<b>482 706</b>	<b>533 838</b>	<b>580 022</b>	<b>604 637</b>	<b>604 637</b>	<b>621 839</b>	<b>619 997</b>	<b>671 260</b>
<b>Expenditure - Functional</b>									
<b>Governance and administration</b>	<b>119 266</b>	<b>129 708</b>	<b>146 303</b>	<b>163 263</b>	<b>171 429</b>	<b>171 429</b>	<b>179 230</b>	<b>188 073</b>	<b>198 195</b>
Executive and council	28 070	29 788	19 172	20 851	21 246	21 246	21 773	23 069	24 442
Finance and administration	91 196	99 920	125 270	140 100	147 871	147 871	154 934	162 329	170 917
Internal audit	-	-	1 862	2 312	2 312	2 312	2 523	2 675	2 835
<b>Community and public safety</b>	<b>63 632</b>	<b>31 365</b>	<b>23 833</b>	<b>68 377</b>	<b>141 865</b>	<b>141 865</b>	<b>110 209</b>	<b>109 050</b>	<b>99 956</b>
Community and social services	6 283	7 732	6 664	10 778	10 523	10 523	10 723	11 429	12 114
Sport and recreation	7 667	7 822	8 106	10 772	10 508	10 508	11 592	12 283	13 016
Public safety	1 125	3 029	2 605	3 239	74 481	74 481	54 735	56 819	58 765
Housing	48 557	12 781	6 458	43 588	46 353	46 353	33 159	28 520	16 061
Health	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	<b>78 034</b>	<b>85 277</b>	<b>101 354</b>	<b>94 143</b>	<b>42 317</b>	<b>42 317</b>	<b>48 383</b>	<b>51 253</b>	<b>54 002</b>
Planning and development	9 537	10 087	9 582	10 855	11 501	11 501	11 641	12 446	13 080
Road transport	68 495	75 191	91 772	82 989	30 717	30 717	36 452	38 501	40 596
Environmental protection	2	0	0	299	99	99	290	307	326
<b>Trading services</b>	<b>178 595</b>	<b>192 945</b>	<b>192 935</b>	<b>224 874</b>	<b>224 747</b>	<b>224 747</b>	<b>236 468</b>	<b>245 128</b>	<b>257 364</b>
Energy sources	64 006	69 079	70 727	77 609	76 989	76 989	93 407	95 642	101 181
Water management	42 023	47 714	49 083	54 996	54 897	54 897	55 312	57 933	60 711
Waste water management	28 515	31 127	31 140	39 150	39 804	39 804	37 489	39 101	40 728
Waste management	44 050	45 025	41 985	53 119	53 057	53 057	50 260	52 452	54 744
<b>Other</b>	<b>-</b>	<b>-</b>	<b>148</b>	<b>525</b>	<b>465</b>	<b>465</b>	<b>295</b>	<b>309</b>	<b>323</b>
<b>Total Expenditure - Functional</b>	<b>439 527</b>	<b>439 294</b>	<b>464 573</b>	<b>551 182</b>	<b>580 824</b>	<b>580 824</b>	<b>574 585</b>	<b>593 812</b>	<b>609 840</b>
<b>Surplus/(Deficit) for the year</b>	<b>44 377</b>	<b>43 412</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>

## **Explanatory notes to Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)**

1. Table A2 is an illustration of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enable the National Treasury to compile standardised reports.
2. Note the Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4.
3. Note that as a general principle the revenues for the Trading Services should exceed their expenditures. The table highlights that this is the case for Electricity, Water and Waste management function.
4. Other functions that show a deficit between revenue and expenditure are being financed from rates revenues and other revenue sources reflected under the Budget and treasury office.

## Budgeted Financial Performance (Revenue and Expenditure by municipal vote) (Table A3)

Vote Description  R thousand	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue by Vote</b>									
Vote 1 - Budget and treasury office	152 785	189 291	189 072	187 973	194 637	194 637	204 442	217 587	232 220
Vote 2 - Community and social services	7 365	8 654	8 202	9 942	9 942	9 942	10 226	11 076	11 689
Vote 3 - Corporate services	30 762	4 139	27 995	26 688	28 798	28 798	27 694	27 133	28 932
Vote 4 - Electricity	75 893	75 261	89 649	88 413	93 963	93 963	108 285	113 483	120 115
Vote 5 - Environmental protection	-	-	-	-	-	-	-	-	-
Vote 6 - Executive and council	9 851	7 019	1 153	1 130	1 459	1 459	1 130	1 190	1 254
Vote 7 - Housing	50 823	19 235	16 858	61 255	56 017	56 017	63 349	34 500	48 680
Vote 8 - Planning and development	5 239	6 536	3 374	2 558	2 013	2 013	2 728	2 998	3 065
Vote 9 - Public safety	31 275	31 111	48 278	32 261	50 392	50 392	34 833	36 923	39 138
Vote 10 - Road transport	6 581	5 746	5 448	6 263	6 806	6 806	11 063	7 166	7 589
Vote 11 - Sport and recreation	56	49	77	444	444	444	266	49	52
Vote 12 - Waste management	31 226	34 496	37 096	42 785	43 843	43 843	45 352	48 316	51 442
Vote 13 - Waste water management	30 289	31 703	33 936	40 341	41 349	41 349	42 761	45 543	48 478
Vote 14 - Water	51 760	69 465	72 699	79 970	74 976	74 976	69 710	74 034	78 608
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>483 904</b>	<b>482 706</b>	<b>533 838</b>	<b>580 022</b>	<b>604 637</b>	<b>604 637</b>	<b>621 839</b>	<b>619 997</b>	<b>671 260</b>
<b>Expenditure by Vote to be appropriated</b>									
Vote 1 - Budget and treasury office	38 694	40 264	53 537	46 719	52 435	52 435	56 762	59 822	62 661
Vote 2 - Community and social services	6 283	7 732	6 527	9 317	9 229	9 229	9 698	10 342	10 962
Vote 3 - Corporate services	17 298	59 656	73 731	78 085	80 252	80 252	79 188	82 086	86 647
Vote 4 - Electricity	64 006	69 079	70 727	77 609	76 989	76 989	93 407	95 642	101 181
Vote 5 - Environmental protection	2	0	0	299	99	99	290	307	326
Vote 6 - Executive and council	63 274	29 788	19 172	38 184	38 181	38 181	42 570	45 412	48 090
Vote 7 - Housing	48 557	12 781	6 458	43 588	46 353	46 353	33 159	28 520	16 061
Vote 8 - Planning and development	9 537	10 087	9 730	13 116	13 821	13 821	13 671	14 593	15 352
Vote 9 - Public safety	40 843	47 867	62 942	55 854	74 481	74 481	54 735	56 819	58 765
Vote 10 - Road transport	28 777	30 353	31 434	30 374	30 717	30 717	36 452	38 501	40 596
Vote 11 - Sport and recreation	7 667	7 822	8 106	10 772	10 508	10 508	11 592	12 283	13 016
Vote 12 - Waste management	44 050	45 025	41 985	53 119	53 057	53 057	50 260	52 452	54 744
Vote 13 - Waste water management	28 515	31 127	31 140	39 150	39 804	39 804	37 489	39 101	40 728
Vote 14 - Water	42 023	47 714	49 083	54 996	54 897	54 897	55 312	57 933	60 711
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>439 527</b>	<b>439 294</b>	<b>464 573</b>	<b>551 182</b>	<b>580 824</b>	<b>580 824</b>	<b>574 585</b>	<b>593 812</b>	<b>609 840</b>
<b>Surplus/(Deficit) for the year</b>	<b>44 377</b>	<b>43 412</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>

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

- Table A3 illustrates the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the GFS classification and not necessarily the organisational structure of the Municipality.

Function	Income R'000	Expenditure R'000	Admin Charges R'000	Surplus/(Deficit) R'000
<b>Water</b>	<b>69 710</b>	<b>55 312</b>	<b>8 091</b>	<b>6 307</b>
<b>Electricity</b>	<b>108 285</b>	<b>93 407</b>	<b>7 613</b>	<b>7 265</b>
<b>Waste Water Management</b>	<b>42 761</b>	<b>37 489</b>	<b>5 886</b>	<b>(614)</b>
<b>Refuse Removal</b>	<b>45 352</b>	<b>50 260</b>	<b>5 707</b>	<b>(10 615)</b>

Budgeted Financial Performance (Revenue and Expenditure) (Table A4)

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>Revenue By Source</b>										
Property rates	75 778	85 873	98 397	100 604	100 604	100 604	100 604	109 650	116 229	123 203
Service charges - electricity revenue	73 608	72 813	80 216	85 712	86 762	86 762	86 762	100 535	105 458	111 786
Service charges - water revenue	49 994	66 860	64 490	72 708	66 897	66 897	66 897	64 333	68 193	72 285
Service charges - sanitation revenue	24 978	25 607	27 553	32 562	33 570	33 570	33 570	34 516	36 587	38 782
Service charges - refuse revenue	25 222	27 527	29 947	34 047	35 105	35 105	35 105	36 089	38 255	40 550
Service charges - other	1 476	4		-	-	-	-	-	-	-
Rental of facilities and equipment	1 551	1 658	1 843	2 035	2 035	2 035	2 035	2 194	2 325	2 465
Interest earned - external investments	7 323	7 323	8 157	6 159	6 159	6 159	6 159	6 528	6 920	7 335
Interest earned - outstanding debtors	7 721	9 868	10 340	8 000	16 000	16 000	16 000	10 572	11 206	11 879
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	30 983	30 974	48 989	32 119	50 276	50 276	50 276	34 682	36 763	38 969
Licences and permits	2 274	68	31	58	32	32	32	62	66	69
Agency services	2 667	5 629	5 358	6 146	6 549	6 549	6 549	6 638	7 036	7 459
Transfers and subsidies	128 047	96 188	96 989	146 043	151 388	151 388	151 388	138 442	140 221	136 507
Other revenue	18 929	13 602	11 112	6 481	6 383	6 383	6 383	7 391	7 835	8 305
Gains on disposal of PPE	-	297	-		-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>450 551</b>	<b>444 290</b>	<b>483 421</b>	<b>532 674</b>	<b>561 759</b>	<b>561 759</b>	<b>561 759</b>	<b>551 633</b>	<b>577 095</b>	<b>599 593</b>
<b>Expenditure By Type</b>										
Employee related costs	150 283	162 337	181 044	201 998	202 057	202 057	202 057	225 087	238 331	252 590
Remuneration of councillors	8 939	9 987	11 539	12 179	12 179	12 179	12 179	12 615	13 372	14 175
Debt impairment	48 811	60 300	81 973	57 890	80 189	80 189	80 189	57 789	57 789	57 789
Depreciation & asset impairment	24 695	28 837	24 122	31 305	31 305	31 305	31 305	29 066	29 066	29 066
Finance charges	19 081	19 629	19 010	22 362	22 362	22 362	22 362	20 019	21 220	22 493
Bulk purchases	62 105	67 126	67 091	75 374	75 374	75 374	75 374	87 526	89 607	94 984
Other materials	-	-	-	61 849	59 280	59 280	59 280	50 758	47 173	35 832
Contracted services	20 941	21 083	23 687	44 695	53 920	53 920	53 920	49 031	52 036	55 008
Transfers and subsidies	1 214	2 285	2 378	232	347	347	347	186	186	186
Other expenditure	97 659	67 711	51 370	43 298	43 811	43 811	43 811	42 508	45 033	47 717
Loss on disposal of PPE	5 798	-	2 359	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>439 527</b>	<b>439 294</b>	<b>464 573</b>	<b>551 182</b>	<b>580 824</b>	<b>580 824</b>	<b>580 824</b>	<b>574 585</b>	<b>593 812</b>	<b>609 840</b>
<b>Surplus/(Deficit)</b>	<b>11 024</b>	<b>4 996</b>	<b>18 848</b>	<b>(18 508)</b>	<b>(19 065)</b>	<b>(19 065)</b>	<b>(19 065)</b>	<b>(22 951)</b>	<b>(16 717)</b>	<b>(10 246)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	33 353	38 416	50 145	47 348	42 738	42 738	42 738	70 206	42 902	71 667
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)			272		140	140	140	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>44 377</b>	<b>43 412</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>
Taxation										
<b>Surplus/(Deficit) after taxation</b>	<b>44 377</b>	<b>43 412</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>
Attributable to minorities										
<b>Surplus/(Deficit) attributable to municipality</b>	<b>44 377</b>	<b>43 412</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>
Share of surplus/ (deficit) of associate										
<b>Surplus/(Deficit) for the year</b>	<b>44 377</b>	<b>43 412</b>	<b>69 265</b>	<b>28 840</b>	<b>23 814</b>	<b>23 814</b>	<b>23 814</b>	<b>47 255</b>	<b>26 185</b>	<b>61 421</b>



**Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure) excluding capital transfers and contributions.**

1. Total operating revenue is R 621,839 million in 2019/20 and increases to R 671,260 million by 2021/2022. This represents a decrease of -0.3 per cent for the 2020/21 and an increase of 8.3 per cent for the 2021/2022 financial year.
2. Revenue to be generated from property rates is R 109,650 million in the 2019/20 financial year and increases to R 116,229 million by 2020/21 which represents 18 per cent of the operating revenue base of the Municipality and therefore remains a significant funding source for the municipality.
3. Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the Municipality totaling R 235,474 million for the 2019/20 financial year and increasing to R 263,403 million by 2021/2022. For the 2019/20 financial year services charges amount to 38 per cent of the total revenue base.
4. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government.
5. Employee related costs and bulk purchases are the main cost drivers within the municipality.

# Budgeted Capital Expenditure by vote, standard classification and funding (Table A5)

Vote Description R thousand	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Capital expenditure - Vote</b>										
<b>Multi-year expenditure to be appropriated</b>										
Vote 1 - Budget and treasury office	-	-	-	-	-	-	-	-	-	-
Vote 2 - Community and social services	-	504	-	-	-	-	-	-	-	-
Vote 3 - Corporate services	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity	-	-	3 642	165	165	165	165	6 248	9 226	10 321
Vote 5 - Environmental protection	-	-	-	-	-	-	-	-	-	-
Vote 6 - Executive and council	-	-	-	-	-	-	-	-	-	-
Vote 7 - Housing	7 069	11 395	-	-	-	-	-	-	-	-
Vote 8 - Planning and development	-	-	-	-	-	-	-	-	-	-
Vote 9 - Public safety	-	-	-	-	-	-	-	-	-	-
Vote 10 - Road transport	-	195	9 881	877	978	978	978	1 066	1 566	-
Vote 11 - Sport and recreation	-	-	-	-	-	-	-	-	-	-
Vote 12 - Waste management	-	1 030	-	-	-	-	-	5 274	7 797	3 908
Vote 13 - Waste water management	-	6 424	10 890	18 686	18 413	18 413	18 413	18 216	19 133	24 448
Vote 14 - Water	-	219	4 031	3 836	3 836	3 836	3 836	3 136	9 552	18 240
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	<b>7 069</b>	<b>19 767</b>	<b>28 444</b>	<b>23 565</b>	<b>23 392</b>	<b>23 392</b>	<b>23 392</b>	<b>33 940</b>	<b>47 274</b>	<b>56 916</b>
<b>Single-year expenditure to be appropriated</b>										
Vote 1 - Budget and treasury office	32	9	19	-	27	27	27	146	-	-
Vote 2 - Community and social services	444	161	421	358	358	358	358	150	-	-
Vote 3 - Corporate services	1 657	2 262	5 045	2 403	4 940	4 940	4 940	9 203	-	-
Vote 4 - Electricity	13 081	11 520	10 540	3 350	4 940	4 940	4 940	3 410	-	-
Vote 5 - Environmental protection	-	-	-	-	-	-	-	-	-	-
Vote 6 - Executive and council	7 014	1 524	1 224	3 746	1 734	1 734	1 734	1 458	-	-
Vote 7 - Housing	-	-	14 937	24 100	18 085	18 085	18 085	38 699	15 000	42 180
Vote 8 - Planning and development	-	-	17	-	-	-	-	200	-	-
Vote 9 - Public safety	223	75	401	6 300	1 032	1 032	1 032	321	-	-
Vote 10 - Road transport	3 518	501	584	100	140	140	140	15 332	1 524	-
Vote 11 - Sport and recreation	3 199	1 346	985	1 600	1 600	1 600	1 600	820	-	-
Vote 12 - Waste management	3 000	1 870	1 291	10 734	12 046	12 046	12 046	5 782	-	-
Vote 13 - Waste water management	18 857	14 812	1 818	-	-	-	-	17 093	-	-
Vote 14 - Water	6 581	9 163	21 488	2 500	4 967	4 967	4 967	4 040	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	<b>57 605</b>	<b>43 244</b>	<b>58 770</b>	<b>55 191</b>	<b>49 870</b>	<b>49 870</b>	<b>49 870</b>	<b>96 653</b>	<b>16 524</b>	<b>42 180</b>
<b>Total Capital Expenditure - Vote</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
<b>Capital Expenditure - Functional</b>										
<b>Governance and administration</b>	<b>8 703</b>	<b>3 796</b>	<b>6 288</b>	<b>6 149</b>	<b>6 701</b>	<b>6 701</b>	<b>6 701</b>	<b>11 007</b>	<b>-</b>	<b>-</b>
Executive and council	1 377	1 524	1 224	-	-	-	-	4	-	-
Finance and administration	7 327	2 271	5 064	6 149	6 696	6 696	6 696	11 004	-	-
Internal audit	-	-	-	-	6	6	6	-	-	-
<b>Community and public safety</b>	<b>10 935</b>	<b>13 481</b>	<b>16 744</b>	<b>26 058</b>	<b>20 043</b>	<b>20 043</b>	<b>20 043</b>	<b>39 990</b>	<b>15 000</b>	<b>42 180</b>
Community and social services	444	665	421	358	358	358	358	150	-	-
Sport and recreation	3 199	1 346	985	1 600	1 600	1 600	1 600	820	-	-
Public safety	223	75	401	-	-	-	-	321	-	-
Housing	7 069	11 395	14 937	24 100	18 085	18 085	18 085	38 699	15 000	42 180
Health	-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	<b>3 518</b>	<b>696</b>	<b>10 482</b>	<b>7 277</b>	<b>2 150</b>	<b>2 150</b>	<b>2 150</b>	<b>16 398</b>	<b>3 090</b>	<b>-</b>
Planning and development	-	-	17	-	-	-	-	-	-	-
Road transport	3 518	696	10 465	7 277	2 150	2 150	2 150	16 398	3 090	-
Environmental protection	-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	<b>41 519</b>	<b>45 038</b>	<b>53 700</b>	<b>39 272</b>	<b>44 367</b>	<b>44 367</b>	<b>44 367</b>	<b>63 199</b>	<b>45 708</b>	<b>56 916</b>
Energy sources	13 081	11 520	14 183	3 515	5 105	5 105	5 105	9 658	9 226	10 321
Water management	6 581	9 382	25 519	6 336	8 803	8 803	8 803	7 176	9 552	18 240
Waste water management	18 857	21 236	12 708	18 686	18 413	18 413	18 413	35 309	19 133	24 448
Waste management	3 000	2 899	1 291	10 734	12 046	12 046	12 046	11 056	7 797	3 908
<b>Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Functional</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
<b>Funded by:</b>										
National Government	27 885	25 982	32 676	22 489	23 325	23 325	23 325	26 826	27 902	29 487
Provincial Government	5 468	11 405	17 469	24 859	19 413	19 413	19 413	39 069	15 000	42 180
District Municipality	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	1 442	-	-	-	-	-	4 311	-	-
<b>Transfers recognised - capital</b>	<b>33 353</b>	<b>38 828</b>	<b>50 145</b>	<b>47 348</b>	<b>42 738</b>	<b>42 738</b>	<b>42 738</b>	<b>70 206</b>	<b>42 902</b>	<b>71 667</b>
<b>Borrowing</b>	<b>7 289</b>	<b>11 905</b>	<b>25 241</b>	<b>10 420</b>	<b>14 145</b>	<b>14 145</b>	<b>14 145</b>	<b>37 661</b>	<b>9 396</b>	<b>10 473</b>
<b>Internally generated funds</b>	<b>24 033</b>	<b>12 278</b>	<b>11 828</b>	<b>20 988</b>	<b>16 378</b>	<b>16 378</b>	<b>16 378</b>	<b>22 727</b>	<b>11 501</b>	<b>16 956</b>
<b>Total Capital Funding</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>

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

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. The capital budget of 2019/20 makes provision for an amount of R 130,593 million. This allocation decrease to R 63,798 million in 2020/21 and R 99,096 million in 2021/22.
3. The capital programme is funded from National and Provincial grants, which includes Municipal Infrastructure Grant, National Electrification Grant and Housing, borrowing and internally generated funds from current year surpluses. For 2019/20, capital transfers (excluding VAT) totals R 65,895 million (50 per cent) and increase to R 71,667 million by 2021/22. Borrowing has been provided at R 37,661 million for the 2019/20 financial year. Internally generated funding totaling R 22,727 million for 2019/2020 and R 16,956 million for 2021/2022. These funding sources are further discussed in detail in section 11 (Overview of Budget Funding).

Budgeted Financial Position (Table A6)

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>ASSETS</b>										
<b>Current assets</b>										
Cash	5 912	26 290	23 245	6 802	14 033	14 033	14 033	20 305	7 344	-
Call investment deposits	50 530	38 033	40 655	12 033	40 655	40 655	40 655	-	-	-
Consumer debtors	24 727	27 672	33 607	54 705	60 140	60 140	60 140	69 682	81 668	96 378
Other debtors	22 232	17 641	29 717	20 312	25 603	25 603	25 603	31 968	40 177	50 342
Current portion of long-term receivables	1	1	15	1	12	12	12	-	-	-
Inventory	5 739	5 063	5 941	5 063	5 941	5 941	5 941	5 941	5 941	5 941
<b>Total current assets</b>	<b>109 142</b>	<b>114 701</b>	<b>133 180</b>	<b>98 916</b>	<b>146 384</b>	<b>146 384</b>	<b>146 384</b>	<b>127 895</b>	<b>135 129</b>	<b>152 661</b>
<b>Non current assets</b>										
Long-term receivables	4	3	12	0	-	-	-	-	-	-
Investments	10 726	11 645	12 569	11 645	12 569	12 569	12 569	13 323	14 122	14 970
Investment property	67 514	66 767	66 448	65 755	65 946	65 946	65 946	60 946	55 946	50 946
Investment in Associate	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	658 209	700 539	766 263	866 082	815 473	815 473	815 473	922 142	962 015	1 037 187
Biological	-	-	-	-	-	-	-	-	-	-
Intangible	1 631	1 406	1 244	1 152	1 071	1 071	1 071	930	789	648
Other non-current assets	17 898	9 227	6 580	-	-	-	-	-	-	-
<b>Total non current assets</b>	<b>755 983</b>	<b>789 587</b>	<b>853 115</b>	<b>944 634</b>	<b>895 060</b>	<b>895 060</b>	<b>895 060</b>	<b>997 341</b>	<b>1 032 873</b>	<b>1 103 750</b>
<b>TOTAL ASSETS</b>	<b>865 125</b>	<b>904 288</b>	<b>986 295</b>	<b>1 043 550</b>	<b>1 041 444</b>	<b>1 041 444</b>	<b>1 041 444</b>	<b>1 125 236</b>	<b>1 168 002</b>	<b>1 256 411</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Bank overdraft	-	-	-	-	-	-	-	-	-	8 350
Borrowing	7 486	8 189	7 454	10 450	7 754	7 754	7 754	7 504	6 704	6 704
Consumer deposits	4 297	4 705	4 708	5 118	4 990	4 990	4 990	5 289	5 607	5 943
Trade and other payables	51 705	48 542	58 966	51 062	72 339	72 339	72 339	71 585	72 769	72 679
Provisions	43 067	19 695	20 816	22 129	22 065	22 065	22 065	23 389	24 793	26 280
<b>Total current liabilities</b>	<b>106 556</b>	<b>81 130</b>	<b>91 944</b>	<b>88 759</b>	<b>107 148</b>	<b>107 148</b>	<b>107 148</b>	<b>107 768</b>	<b>109 873</b>	<b>119 956</b>
<b>Non current liabilities</b>										
Borrowing	95 389	87 200	79 746	111 283	84 355	84 355	84 355	107 596	108 105	109 605
Provisions	82 753	124 627	134 009	124 897	145 530	145 530	145 530	158 208	172 175	187 580
<b>Total non current liabilities</b>	<b>178 143</b>	<b>211 827</b>	<b>213 755</b>	<b>236 180</b>	<b>229 885</b>	<b>229 885</b>	<b>229 885</b>	<b>265 804</b>	<b>280 280</b>	<b>297 185</b>
<b>TOTAL LIABILITIES</b>	<b>284 698</b>	<b>292 958</b>	<b>305 699</b>	<b>324 939</b>	<b>337 034</b>	<b>337 034</b>	<b>337 034</b>	<b>373 572</b>	<b>390 153</b>	<b>417 141</b>
<b>NET ASSETS</b>	<b>580 427</b>	<b>611 331</b>	<b>680 596</b>	<b>718 611</b>	<b>704 410</b>	<b>704 410</b>	<b>704 410</b>	<b>751 664</b>	<b>777 849</b>	<b>839 269</b>
<b>COMMUNITY WEALTH/EQUITY</b>										
Accumulated Surplus/(Deficit)	571 827	597 945	668 171	705 225	691 984	691 984	691 984	746 381	772 566	833 987
Reserves	8 599	13 386	12 425	13 386	12 425	12 425	12 425	5 283	5 283	5 283
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>580 427</b>	<b>611 331</b>	<b>680 596</b>	<b>718 611</b>	<b>704 410</b>	<b>704 410</b>	<b>704 410</b>	<b>751 664</b>	<b>777 849</b>	<b>839 269</b>

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

1. Table A6 is consistent with the standards of Generally Recognized Accounting Practice (GRAP), as with the financial Statements, and improves understandability of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily convertible into cash, or liabilities immediately required to be met from cash, appear first.
3. Table A6 is supported by an extensive table of notes (SA3 which can be found on page 117) providing a detailed analysis of the major components of a number of items, including:
  - Call investments deposits;
  - Consumer debtors;
  - Property, plant and equipment;
  - Trade and other payables;
  - Provisions non-current;
  - Changes in net assets; and
  - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

Budgeted Cash Flows (Table A7)

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Property rates	73 631	79 640	93 425	87 112	83 481	83 481	83 481	96 492	102 282	108 419
Service charges	152 294	160 673	157 560	194 850	184 492	184 492	184 492	207 217	218 674	231 794
Other revenue	14 447	26 852	18 444	19 665	20 494	20 494	20 494	19 955	21 152	22 421
Government - operating	121 691	98 976	100 521	146 043	141 189	141 189	141 189	138 442	140 221	136 507
Government - capital	33 353	38 416	50 145	47 348	39 813	39 813	39 813	70 206	42 902	71 667
Interest	15 044	17 191	17 583	13 086	19 435	19 435	19 435	15 831	16 781	17 788
Dividends	-	-	-	-	-	-	-	-	-	-
<b>Payments</b>										
Suppliers and employees	(337 220)	(332 146)	(330 389)	(441 358)	(416 933)	(416 933)	(416 933)	(463 856)	(478 575)	(493 657)
Finance charges	(11 206)	(10 336)	(9 576)	(12 783)	(12 783)	(12 783)	(12 783)	(10 440)	(11 641)	(12 340)
Transfers and Grants	(1 214)	(2 285)	(2 378)	(232)	(347)	(347)	(347)	(186)	(186)	(186)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>60 819</b>	<b>76 981</b>	<b>95 335</b>	<b>53 731</b>	<b>58 842</b>	<b>58 842</b>	<b>58 842</b>	<b>73 661</b>	<b>51 610</b>	<b>82 414</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds on disposal of PPE	-	1 908	295	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors	-	-	-	1	15	15	15	-	-	-
Decrease (increase) other non-current receivable	-	-	-	-	-	-	-	12	-	-
Decrease (increase) in non-current investments	(894)	(919)	(924)	-	-	-	-	(754)	(799)	(847)
<b>Payments</b>										
Capital assets	(64 675)	(63 010)	(86 942)	(78 756)	(73 261)	(73 261)	(73 261)	(130 593)	(63 798)	(99 096)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(65 569)</b>	<b>(62 021)</b>	<b>(87 571)</b>	<b>(78 754)</b>	<b>(73 247)</b>	<b>(73 247)</b>	<b>(73 247)</b>	<b>(131 335)</b>	<b>(64 598)</b>	<b>(99 944)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Short term loans	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	10 420	14 145	14 145	14 145	31 863	9 396	10 473
Increase (decrease) in consumer deposits	404	407	3	290	282	282	282	299	317	336
<b>Payments</b>										
Repayment of borrowing	(7 675)	(7 486)	(8 189)	(8 463)	(9 235)	(9 235)	(9 235)	(8 872)	(9 686)	(8 973)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(7 270)</b>	<b>(7 079)</b>	<b>(8 187)</b>	<b>2 247</b>	<b>5 192</b>	<b>5 192</b>	<b>5 192</b>	<b>23 290</b>	<b>27</b>	<b>1 836</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(12 020)</b>	<b>7 881</b>	<b>(423)</b>	<b>(22 776)</b>	<b>(9 212)</b>	<b>(9 212)</b>	<b>(9 212)</b>	<b>(34 384)</b>	<b>(12 961)</b>	<b>(15 694)</b>
Cash/cash equivalents at the year begin:	68 463	56 442	64 323	41 611	63 901	63 901	63 901	54 688	20 305	7 344
Cash/cash equivalents at the year end:	56 442	64 323	63 901	18 835	54 688	54 688	54 688	20 305	7 344	(8 350)

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

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. Cash and cash equivalents totals R 20,305 million for 2019/20 financial year and decrease to R 8,350 million by the end of 2021/22.

Cash Backed reserves/accumulated surplus reconciliation (Table A8)

Description R thousand	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Cash and investments available</b>										
Cash/cash equivalents at the year end	56 442	64 323	63 901	18 835	54 688	54 688	54 688	20 305	7 344	(8 350)
Other current investments > 90 days	(0)	0	(0)	-	-	-	-	-	-	-
Non current assets - Investments	10 726	11 645	12 569	11 645	12 569	12 569	12 569	13 323	14 122	14 970
<b>Cash and investments available:</b>	<b>67 169</b>	<b>75 969</b>	<b>76 469</b>	<b>30 480</b>	<b>67 257</b>	<b>67 257</b>	<b>67 257</b>	<b>33 628</b>	<b>21 466</b>	<b>6 620</b>
<b>Application of cash and investments</b>										
Unspent conditional transfers	5 621	9 128	17 097	977	3 973	3 973	3 973	3 973	3 973	3 973
Unspent borrowing	-	-	-	-	-	-	-	-	-	-
Statutory requirements										
Other working capital requirements	10 268	3 857	(3 242)	(9 386)	7 175	7 175	7 175	(13 291)	(28 154)	(48 037)
Other provisions										
Long term investments committed	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	8 599	13 386	12 425	13 386	12 425	12 425	12 425	5 283	5 283	5 283
<b>Total Application of cash and investments:</b>	<b>24 489</b>	<b>26 370</b>	<b>26 280</b>	<b>4 977</b>	<b>23 573</b>	<b>23 573</b>	<b>23 573</b>	<b>(4 035)</b>	<b>(18 898)</b>	<b>(38 781)</b>
<b>Surplus(shortfall)</b>	<b>42 680</b>	<b>49 598</b>	<b>50 189</b>	<b>25 503</b>	<b>43 684</b>	<b>43 684</b>	<b>43 684</b>	<b>37 663</b>	<b>40 364</b>	<b>45 401</b>

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

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded".
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. From the table it can be seen that the situation improve from R 37,663 million surplus to R 45,401 million surplus.

# Asset Management (Table A9)

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>CAPITAL EXPENDITURE</b>									
<b>Total New Assets</b>	<b>41 364</b>	<b>39 281</b>	<b>48 810</b>	<b>53 338</b>	<b>44 927</b>	<b>44 927</b>	<b>85 735</b>	<b>25 797</b>	<b>61 404</b>
Roads Infrastructure	772	2 099	13 011	7 002	4 170	4 170	11 391	3 750	10 545
Storm water Infrastructure	7 069	11 598	–	6 025	3 052	3 052	8 820	3 750	10 545
Electrical Infrastructure	10 386	6 534	1 154	–	196	196	5 671	5 696	6 261
Water Supply Infrastructure	3 816	12 192	25 817	9 861	8 524	8 524	9 460	4 185	12 545
Sanitation Infrastructure	8 514	–	6 331	8 959	6 399	6 399	23 380	3 750	17 600
Solid Waste Infrastructure	–	1 030	1 291	10 734	12 046	12 046	10 708	4 667	3 908
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>	<b>30 557</b>	<b>33 454</b>	<b>47 604</b>	<b>42 581</b>	<b>34 386</b>	<b>34 386</b>	<b>69 430</b>	<b>25 797</b>	<b>61 404</b>
Community Facilities	–	1 850	–	–	750	750	4 511	–	–
Sport and Recreation Facilities	1 112	–	126	–	–	–	220	–	–
<b>Community Assets</b>	<b>1 112</b>	<b>1 850</b>	<b>126</b>	<b>–</b>	<b>750</b>	<b>750</b>	<b>4 731</b>	<b>–</b>	<b>–</b>
<b>Heritage Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
<b>Investment properties</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Operational Buildings	310	–	–	6 300	100	100	6 542	–	–
Housing	–	–	–	–	–	–	–	–	–
<b>Other Assets</b>	<b>310</b>	<b>–</b>	<b>–</b>	<b>6 300</b>	<b>100</b>	<b>100</b>	<b>6 542</b>	<b>–</b>	<b>–</b>
<b>Biological or Cultivated Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
<b>Intangible Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Computer Equipment	–	–	–	–	938	938	1 346	–	–
Furniture and Office Equipment	4 775	2 734	347	408	1 659	1 659	974	–	–
Machinery and Equipment	–	–	734	3 546	2 491	2 491	712	–	–
Transport Assets	4 610	1 243	–	503	403	403	–	–	–
Land	–	–	–	–	4 200	4 200	2 000	–	–
Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–	–	–
<b>Total Renewal of Existing Assets</b>	<b>23 310</b>	<b>23 729</b>	<b>–</b>	<b>2 000</b>	<b>2 608</b>	<b>2 608</b>	<b>9 556</b>	<b>2 896</b>	<b>1 900</b>
Roads Infrastructure	2 746	–	–	–	–	–	–	–	–
Storm water Infrastructure	–	–	–	–	–	–	–	–	–
Electrical Infrastructure	2 370	3 433	–	–	570	570	3 827	1 500	1 900
Water Supply Infrastructure	2 765	18 297	–	–	–	–	5 131	1 396	–
Sanitation Infrastructure	10 343	129	–	–	–	–	–	–	–
Solid Waste Infrastructure	3 000	1 870	–	–	–	–	–	–	–
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>	<b>21 223</b>	<b>23 729</b>	<b>–</b>	<b>–</b>	<b>570</b>	<b>570</b>	<b>8 958</b>	<b>2 896</b>	<b>1 900</b>
Community Facilities	–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities	2 087	–	–	–	–	–	–	–	–
<b>Community Assets</b>	<b>2 087</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Heritage Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
<b>Investment properties</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Operational Buildings	–	–	–	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–
<b>Other Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Biological or Cultivated Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
<b>Intangible Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Computer Equipment	–	–	–	–	–	–	308	–	–
Furniture and Office Equipment	–	–	–	–	8	8	65	–	–
Machinery and Equipment	–	–	–	–	30	30	225	–	–
Transport Assets	–	–	–	2 000	2 000	2 000	–	–	–
Land	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–	–	–
<b>Total Upgrading of Existing Assets</b>	<b>–</b>	<b>–</b>	<b>38 404</b>	<b>23 418</b>	<b>25 727</b>	<b>25 727</b>	<b>35 302</b>	<b>35 105</b>	<b>35 792</b>
Roads Infrastructure	–	–	584	–	–	–	4 392	3 090	–
Storm water Infrastructure	–	–	–	–	–	–	–	–	–
Electrical Infrastructure	–	–	13 028	3 515	4 308	4 308	–	2 030	2 160
Water Supply Infrastructure	–	–	6 796	2 500	3 845	3 845	1 405	7 722	16 240
Sanitation Infrastructure	–	–	11 090	15 753	15 479	15 479	20 749	19 133	17 393
Solid Waste Infrastructure	–	–	–	–	–	–	348	3 130	–
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>	<b>–</b>	<b>–</b>	<b>31 498</b>	<b>21 768</b>	<b>23 632</b>	<b>23 632</b>	<b>26 894</b>	<b>35 105</b>	<b>35 792</b>
Community Facilities	–	–	511	–	–	–	–	–	–
Sport and Recreation Facilities	–	–	859	1 600	1 600	1 600	600	–	–
<b>Community Assets</b>	<b>–</b>	<b>–</b>	<b>1 370</b>	<b>1 600</b>	<b>1 600</b>	<b>1 600</b>	<b>600</b>	<b>–</b>	<b>–</b>
<b>Heritage Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Revenue Generating	–	–	–	50	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
<b>Investment properties</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>50</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Operational Buildings	–	–	184	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–



Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand									
<b>CAPITAL EXPENDITURE</b>									
Other Assets	-	-	184	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	150	150	505	-	-
Furniture and Office Equipment	-	-	288	-	345	345	98	-	-
Machinery and Equipment	-	-	692	-	-	-	5	-	-
Transport Assets	-	-	4 371	-	-	-	7 200	-	-
Land	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
Roads Infrastructure	3 518	2 099	13 595	7 002	4 170	4 170	15 783	6 840	10 545
Storm water Infrastructure	7 069	11 598	-	6 025	3 052	3 052	8 820	3 750	10 545
Electrical Infrastructure	12 756	9 967	14 183	3 515	5 073	5 073	9 498	9 226	10 321
Water Supply Infrastructure	6 581	30 489	32 613	12 361	12 369	12 369	15 996	13 302	28 785
Sanitation Infrastructure	18 857	129	17 421	24 711	21 878	21 878	44 129	22 883	34 993
Solid Waste Infrastructure	3 000	2 899	1 291	10 734	12 046	12 046	11 056	7 797	3 908
Rail Infrastructure	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	<b>51 780</b>	<b>57 183</b>	<b>79 102</b>	<b>64 349</b>	<b>58 588</b>	<b>58 588</b>	<b>105 282</b>	<b>63 798</b>	<b>99 096</b>
Community Facilities	-	1 850	511	-	750	750	4 511	-	-
Sport and Recreation Facilities	3 199	-	985	1 600	1 600	1 600	820	-	-
<b>Community Assets</b>	<b>3 199</b>	<b>1 850</b>	<b>1 496</b>	<b>1 600</b>	<b>2 350</b>	<b>2 350</b>	<b>5 331</b>	-	-
<b>Heritage Assets</b>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	50	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	50	-	-	-	-	-
Operational Buildings	310	-	184	6 300	100	100	6 542	-	-
Housing	-	-	-	-	-	-	-	-	-
<b>Other Assets</b>	<b>310</b>	-	<b>184</b>	<b>6 300</b>	<b>100</b>	<b>100</b>	<b>6 542</b>	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	1 088	1 088	2 159	-	-
Furniture and Office Equipment	4 775	2 734	635	408	2 011	2 011	1 137	-	-
Machinery and Equipment	-	-	1 426	3 546	2 521	2 521	942	-	-
Transport Assets	4 610	1 243	4 371	2 503	2 403	2 403	7 200	-	-
Land	-	-	-	-	4 200	4 200	2 000	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>	<b>64 675</b>	<b>63 010</b>	<b>87 214</b>	<b>78 756</b>	<b>73 261</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	745 252	777 939	840 534	932 988	882 491	882 491	984 018	1 018 750	1 088 781
<i>Roads Infrastructure</i>	68 200	95 092	149 700	126 228	151 309	151 309	163 989	167 726	175 168
<i>Storm water Infrastructure</i>	17 050	18 870	34 882	36 251	37 596	37 596	45 950	49 233	59 312
<i>Electrical Infrastructure</i>	58 309	94 435	94 502	110 314	98 064	98 064	105 362	112 386	120 506
<i>Water Supply Infrastructure</i>	114 314	146 941	157 864	193 243	169 209	169 209	180 827	189 752	214 158
<i>Sanitation Infrastructure</i>	145 034	205 752	190 804	250 996	208 438	208 438	248 360	267 035	297 821
<i>Solid Waste Infrastructure</i>	144 064	20 832	13 166	14 253	15 140	15 140	20 686	22 972	21 370
<i>Rail Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>	-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	<b>546 971</b>	<b>581 922</b>	<b>640 918</b>	<b>731 286</b>	<b>679 757</b>	<b>679 757</b>	<b>765 173</b>	<b>809 105</b>	<b>888 335</b>
<b>Community Assets</b>	473	380	356	3 419	2 346	2 346	7 654	7 632	7 609
<b>Heritage Assets</b>									
<b>Investment properties</b>	<b>67 514</b>	<b>66 767</b>	<b>66 448</b>	<b>65 755</b>	<b>65 946</b>	<b>65 946</b>	<b>60 946</b>	<b>55 946</b>	<b>50 946</b>
<b>Other Assets</b>	61 963	56 680	59 775	51 666	52 961	52 961	58 422	57 342	56 261
<b>Biological or Cultivated Assets</b>									
<b>Intangible Assets</b>	1 631	1 406	1 244	1 152	1 071	1 071	930	789	648
<b>Computer Equipment</b>	2 992	3 350	3 679	374	1 161	1 161	2 886	2 452	2 018
<b>Furniture and Office Equipment</b>	3 836	3 982	4 034	5 233	6 045	6 045	6 759	6 336	5 914
<b>Machinery and Equipment</b>	5 609	5 241	4 554	10 500	7 074	7 074	5 917	3 819	1 720
<b>Transport Assets</b>	18 421	22 367	24 488	28 565	26 891	26 891	34 091	34 091	34 091
<b>Land</b>	35 844	35 844	35 038	35 038	39 238	39 238	41 238	41 238	41 238
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	<b>745 252</b>	<b>777 939</b>	<b>840 534</b>	<b>932 988</b>	<b>882 491</b>	<b>882 491</b>	<b>984 018</b>	<b>1 018 750</b>	<b>1 088 781</b>
<b>EXPENDITURE OTHER ITEMS</b>	48 532	56 207	44 769	135 804	138 153	138 153	137 943	144 589	151 520
<b>Depreciation</b>	24 695	28 837	24 122	31 305	31 305	31 305	29 066	29 066	29 066
<b>Repairs and Maintenance by Asset Class</b>	<b>23 837</b>	<b>27 370</b>	<b>20 647</b>	<b>104 499</b>	<b>106 848</b>	<b>106 848</b>	<b>108 877</b>	<b>115 523</b>	<b>122 454</b>
<i>Roads Infrastructure</i>	5 122	5 617	3 282	22 348	22 517	22 517	23 293	24 721	26 205
<i>Storm water Infrastructure</i>	-	-	-	-	-	-	97	103	109
<i>Electrical Infrastructure</i>	1 360	1 057	1 727	8 908	10 467	10 467	12 066	12 790	13 557
<i>Water Supply Infrastructure</i>	1 956	2 058	1 759	17 491	16 918	16 918	15 582	16 517	17 508
<i>Sanitation Infrastructure</i>	2 226	2 089	1 244	17 806	17 612	17 612	19 274	20 512	21 743
<i>Solid Waste Infrastructure</i>	108	64	1 293	2 246	2 477	2 477	2 414	2 559	2 712
<i>Rail Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>	-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	<b>10 772</b>	<b>10 885</b>	<b>9 305</b>	<b>68 799</b>	<b>69 991</b>	<b>69 991</b>	<b>72 725</b>	<b>77 202</b>	<b>81 834</b>
<b>Community Facilities</b>	1 050	913	738	11 722	10 605	10 605	11 384	12 067	12 791
<b>Sport and Recreation Facilities</b>	-	-	428	1 147	989	989	1 051	1 114	1 181
<b>Community Assets</b>	<b>1 050</b>	<b>913</b>	<b>1 165</b>	<b>12 869</b>	<b>11 595</b>	<b>11 595</b>	<b>12 435</b>	<b>13 181</b>	<b>13 972</b>
<b>Heritage Assets</b>	-	-	-	-	-	-	-	-	-
<i>Revenue Generating</i>	-	-	-	-	-	-	-	-	-
<i>Non-revenue Generating</i>	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
<i>Operational Buildings</i>	7 423	10 154	4 858	10 464	9 982	9 982	10 545	11 177	11 848
<i>Housing</i>	-	-	-	-	1 606	1 606	834	884	937
<b>Other Assets</b>	<b>7 423</b>	<b>10 154</b>	<b>4 858</b>	<b>10 464</b>	<b>11 588</b>	<b>11 588</b>	<b>11 379</b>	<b>12 062</b>	<b>12 785</b>
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
<i>Servitudes</i>	-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>	-	-	-	4 242	4 702	4 702	3 974	4 212	4 465
<b>Intangible Assets</b>	-	-	-	<b>4 242</b>	<b>4 702</b>	<b>4 702</b>	<b>3 974</b>	<b>4 212</b>	<b>4 465</b>
<b>Computer Equipment</b>	-	-	-	-	-	-	-	-	-
<b>Furniture and Office Equipment</b>	64	44	158	296	370	370	302	320	339
<b>Machinery and Equipment</b>	-	-	839	1 332	1 472	1 472	1 462	1 550	1 643
<b>Transport Assets</b>	4 528	5 374	4 322	6 497	7 130	7 130	6 600	6 996	7 416
<b>Land</b>	-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE OTHER ITEMS</b>	<b>48 532</b>	<b>56 207</b>	<b>44 769</b>	<b>135 804</b>	<b>138 153</b>	<b>138 153</b>	<b>137 943</b>	<b>144 589</b>	<b>151 520</b>
<b>Renewal and upgrading of Existing Assets as % of total c</b>	36,0%	37,7%	44,0%	32,3%	38,7%	38,7%	34,3%	59,6%	38,0%
<b>Renewal and upgrading of Existing Assets as % of depre</b>	94,4%	82,3%	159,2%	81,2%	90,5%	90,5%	154,3%	130,7%	129,7%
<b>R&amp;M as a % of PPE</b>	3,6%	3,9%	2,7%	12,1%	13,1%	13,1%	11,8%	12,0%	11,8%
<b>Renewal and upgrading and R&amp;M as a % of PPE</b>	6,0%	7,0%	7,0%	14,0%	15,0%	15,0%	16,0%	15,0%	15,0%

## **Explanatory notes to Table A9 - Asset Management**

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. The 2019/20 final capital budget allocation for renewal of existing assets amounts to 34.3% which is marginally below the National treasury requirement. The recommendation on repairs and maintenance are met as the repairs and maintenance spends as a percentage of written down value of assets is 11,8%. The reasons for the compliance to this National Treasury guideline are due to the implementation of mSCOA where the repairs and maintenance is allocated to projects which include all components related to repairs and maintenance. Repairs and maintenance expenditure will also gradually increase to above the guideline levels of 8%. The spending should also be aligned with the municipality's maintenance plans with regard to affordability and other priorities.

# Basic Service Delivery measurement (Table A10)

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Household service targets</b>									
<b>Water:</b>									
Piped water inside dwelling	26 383	26 383	26 383	27 175	27 175	27 175	27 990	28 807	29 625
Piped water inside yard (but not in dwelling)	5 283	5 283	5 283	5 441	5 441	5 441	5 604	5 772	5 935
Using public tap (at least min.service level)	5 432	5 432	5 432	6 865	6 865	6 865	7 071	7 258	7 464
Other water supply (at least min.service level)	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	37 098	37 098	37 098	39 481	39 481	39 481	40 665	41 837	43 024
Using public tap (< min.service level)	90	90	90	-	-	-	-	-	-
Other water supply (< min.service level)	39	39	39	-	-	-	-	-	-
No water supply	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	129	129	129	-	-	-	-	-	-
<b>Total number of households</b>	<b>37 227</b>	<b>37 227</b>	<b>37 227</b>	<b>39 481</b>	<b>39 481</b>	<b>39 481</b>	<b>40 665</b>	<b>41 837</b>	<b>43 024</b>
<b>Sanitation/sewerage:</b>									
Flush toilet (connected to sewerage)	14 941	14 941	14 941	15 390	15 390	15 390	15 851	16 168	16 627
Flush toilet (with septic tank)	11 994	11 994	11 994	12 354	12 354	12 354	12 725	12 725	13 086
Chemical toilet	75	75	75	-	-	-	-	-	-
Pit toilet (ventilated)	140	140	140	-	-	-	-	-	-
Other toilet provisions (> min.service level)	4 388	4 388	4 388	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	31 538	31 538	31 538	27 744	27 744	27 744	28 576	28 893	29 713
Bucket toilet	70	70	70	-	-	-	-	-	-
Other toilet provisions (< min.service level)	159	159	159	-	-	-	-	-	-
No toilet provisions	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	229	229	229	-	-	-	-	-	-
<b>Total number of households</b>	<b>31 767</b>	<b>31 767</b>	<b>31 767</b>	<b>27 744</b>	<b>27 744</b>	<b>27 744</b>	<b>28 576</b>	<b>28 893</b>	<b>29 713</b>
<b>Energy:</b>									
Electricity (at least min.service level)	820	820	820	820	-	-	820	-	-
Electricity - prepaid (min.service level)	-	-	6 901	6 901	-	-	8 300	-	-
<i>Minimum Service Level and Above sub-total</i>	820	820	7 721	7 721	-	-	9 120	-	-
Electricity (< min.service level)	-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	-
Other energy sources	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	<b>820</b>	<b>820</b>	<b>7 721</b>	<b>7 721</b>	<b>-</b>	<b>-</b>	<b>9 120</b>	<b>-</b>	<b>-</b>
<b>Refuse:</b>									
Removed at least once a week	-	-	37 098	39 481	39 481	39 481	40 665	41 837	43 024
<i>Minimum Service Level and Above sub-total</i>	-	-	37 098	39 481	39 481	39 481	40 665	41 837	43 024
Removed less frequently than once a week	33	33	-	-	-	-	-	-	-
Using communal refuse dump	-	-	-	-	-	-	-	-	-
Using own refuse dump	-	-	-	18 342	18 342	18 342	18 892	19 411	19 926
Other rubbish disposal	-	-	-	21 139	21 139	21 139	21 773	22 426	23 098
No rubbish disposal	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	33	33	-	39 481	39 481	39 481	40 665	41 837	43 024
<b>Total number of households</b>	<b>33</b>	<b>33</b>	<b>37 098</b>	<b>78 962</b>	<b>78 962</b>	<b>78 962</b>	<b>81 330</b>	<b>83 674</b>	<b>86 048</b>
<b>Households receiving Free Basic Service</b>									
Water (6 kilolitres per household per month)	-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)	-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)	-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)	-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>									
Water (6 kilolitres per indigent household per month)	1 769	2 604	3 193	7 262	7 262	7 262	5 377	5 699	6 041
Sanitation (free sanitation service to indigent households)	5 320	6 096	6 371	7 773	7 773	7 773	8 240	8 734	9 258
Electricity/other energy (50kwh per indigent household per month)	2 285	2 449	2 744	2 266	2 266	2 266	2 402	2 546	2 699
Refuse (removed once a week for indigent households)	5 975	6 947	7 149	8 738	8 738	8 738	9 262	9 818	10 407
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>	-	-	-	-	-	-	-	-	-
<b>Total cost of FBS provided</b>	<b>15 350</b>	<b>18 096</b>	<b>19 458</b>	<b>26 039</b>	<b>26 039</b>	<b>26 039</b>	<b>25 281</b>	<b>26 797</b>	<b>28 405</b>
<b>Highest level of free service provided per household</b>									
Property rates (R value threshold)	100 000	100 000	100 000	100 000	-	-	-	-	-
Water (kilolitres per household per month)	6	6	6	6	-	-	-	-	-
Sanitation (kilolitres per household per month)	-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)	-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)	70	70	70	70	-	-	-	-	-
Refuse (average litres per week)	-	-	-	-	-	-	-	-	-
<b>Revenue cost of subsidised services provided (R'000)</b>									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)	15	15	15	15	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA	1 496	1 356	1 366	1 376	1 376	1 376	1 459	1 546	1 639
Water (in excess of 6 kilolitres per indigent household per month)	-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)	-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)	-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)	-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates	-	-	-	-	-	-	-	-	-
Housing - top structure subsidies	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total revenue cost of subsidised services provided</b>	<b>1 511</b>	<b>1 371</b>	<b>1 381</b>	<b>1 391</b>	<b>1 376</b>	<b>1 376</b>	<b>1 459</b>	<b>1 546</b>	<b>1 639</b>

## **Explanatory notes to Table A10 - Basic Service Delivery Measurement**

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.
2. The Municipality continues to make good progress with the eradication of backlogs:
  - a. Water services
  - b. Sanitation services
  - c. Electricity services
  - d. Refuse services
3. It is anticipated that these Free Basic Services will cost the municipality R 25,281 million in 2019/20, increasing to R 28,405 million in 2021/22. This is covered by the municipality's equitable share allocation from national government. The budgeted amount does not include the cost of R 7,440 million for the ±7 711 informal settlements.
4. The Threshold to receive FBE in Theewaterskloof is two times the state old age pension. This threshold was decided on after taking into account the socio-economic and other conditions presently prevalent in the Theewaterskloof Municipal area. The methodology behind this threshold is viewed to be one that is practical, fair, equitable, and justifiable and it does not alienate any group of households. The old age pension is viewed as a relatively accurate measurement of poverty and affordability of municipal services. Decreasing the threshold will in any event result in an escalation of bad debt.

## 6. Overview of Annual Budget Process

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- **Political oversight of the budget process**

Section 53 (1) of the MFMA stipulates that the mayor of a municipality must provide general political guidance over the budget process and the priorities that guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations, gazetted on 17 April 2009, states that the Mayor of a municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Executive Mayor (chairperson), councillors and the Municipal Manager and senior officials of the Municipality advising the committee members.

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

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

Budget guidelines were developed by the Budget and Treasury Office and submitted and approved by the Budget Steering Committee. Various Budget Steering Committee meetings were held where the draft budget was discussed. These meetings were held as follows:

- 21 November 2018
- 25 January 2019
- 07, 25, 27 February 2019
- 04 March 2019
- 13 May 2019

Section 21(1) of the MFMA states that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's Integrated Development Plan and budget related policies to ensure that the tabled budget and any revisions of the Integrated Development Plan and budget-related policies are mutually consistent and credible.

Furthermore, this section also states that the Mayor must at least 10 months before the start of the budget year, table in municipal council, a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget.

- **Schedule of Key Deadlines relating to budget process [MFMA s21 (1) (b)]**

The IDP and Budget time schedule of the 2019/2020 budget cycle was approved by Council on the 22<sup>nd</sup> of August 2018, ten months before the start of the budget year in compliance with legislative directives.

- ***Process used to integrate the review of the IDP and preparation of the Budget***

Updating the IDP and Budget is an evolving and re-iterative process over a 10 month period. The initial parallel process commenced with the consultative process of the IDP in 2017 and the update of the MTREF to determine the affordability and sustainability framework at the same time. The compilation of the new five year IDP process was undertaken in 2016 and the review was tabled for approval in March 2019.

- **Process for consultation with each group of stakeholders and outcomes**

Following the tabling of the draft budget in March 2019, local input was solicited via notices published in all newspapers and notices at all town offices as well as the website. Comments on the IDP and Budget was made by the public via verbal presentations, facsimiles, emails and in the form of correspondence to the municipality and will be considered for incorporation as part of the final budget approval process.

- **Stakeholders involved in consultations**

The draft budget was provided to National Treasury and Provincial Treasury in April 2019 for their consideration in line with S23 of the MFMA.

- **Process and media used to provide information on the Budget to the community**

The Municipality's consultation process on its draft IDP and budget was held during April 2019, where various community organisations and representatives come forward to give input. Community representatives and organisations had to review the priorities given previously to ascertain whether it has been captured as priorities during the 2019/20 IDP process.

- **Methods employed to make the Budget document available (including websites)**

In compliance with the Municipal Finance Management Act and the Municipal Systems Act with regards to the advertising of Budget Documents (including the Tariffs, Fees and Charges for 2019/20), advertisements was placed in The Local newspapers. The information relating to resolutions and budget documentation will be displayed on the notice boards in the municipal offices as well as libraries.

In compliance with S22 of the MFMA, the Budget documentation was published on the municipality's website following the tabling thereof at Council in 27 March 2019 and the approval thereof in May 2019.

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

The Municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Strategic Plan included the following key IDP goals:

- Financial Sustainability
- Good Governance and Clean Audit
- Institutional Capacity Development
- Basic Service Delivery and Infrastructure
- Local Economic Development and Social Upliftment
- Sustainable Housing Programme
- Environmental Sustainability

The IDP has been taken into a business and financial planning process leading up to the 2019/20 MTREF, based on the approved 2018/19 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

## **7. Overview of Alignment of Annual Budget with IDP**

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An IDP should be utilised as a method to plan for future developments in the areas and to find the best solutions to achieve long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery. It is important that the IDP developed by municipalities correlate with National and Provincial intent.

The aim of this 2<sup>nd</sup> revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. It gave council the opportunity to review the progress made in terms of its initial 5 year plan and objectives. This further allows for the opportunity to decide whether council should remain with current strategies, adapt, amend or implement new strategies should changing circumstances so demand. One of the key objectives is therefore to ensure that there exists alignment between national, provincial and local priorities, policies and strategies

It is considered that a well-run budget process that incorporates the IDP will facilitate community input, encourage discussion, promote a better understanding of community needs, provide an opportunity for feedback, and improve accountability, transparency, and responsiveness to the needs of the local communities.

### **Vision of Theewaterskloof Municipality**

A Theewaterskloof where all of its people and key stakeholders are working together in establishing and developing a sustainable environment within which all of its people can live in peace, harmony and dignity and an economy able to create working and wealth opportunities for all.

### **Mission of Theewaterskloof Municipality**

To create and sustain an environment which shall enhance the socio-economic development capacity and impact of the Theewaterskloof Municipality in accordance with the Vision as stated above.

### **STRATEGIC FOCUS AREAS (SFA)**

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. The municipality opted to focus on five strategic areas which would result **in it overcoming its challenges and achieving its vision.**



**SFA 1: FINANCIAL VIABILITY****Strategic Goal****Improved Financial Sustainability of the Municipality****Municipal Strategic Focus areas: SFA1: Financial Viability**

<b>Strategic Objective</b>	<b>SO1: Work towards a sustainable future through sound financial management and continuous revenue growth</b>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>- Low recovery rate</li> <li>- Reliant on grants (due to high unemployment rate and large indigent population)</li> <li>- Converting to Municipal Standard Chart of Accounts: staffing, financial resources, time constraints, constantly changing legislation formats or directives, national treasury inability to give clear and precise direction</li> <li>- Broadening of the rates base through initiatives aimed at encouraging and stimulating local economy</li> <li>- Cost of compliance</li> <li>- Influx of indigents</li> </ul>
<b>Outcome / Impact</b>	Financial Sustainability and improved audit opinion
<b>Strategic Risks</b>	<ul style="list-style-type: none"> <li>- Implementation of MSCOA</li> <li>- Slow recovery of potential revenue</li> </ul>
<b>Directorate</b>	<b>Financial Services</b>
<b>Departmental Interventions</b>	<ul style="list-style-type: none"> <li>- Work towards obtaining a clean audit</li> <li>- Vigorous driving and management of projects of the financial sustainability steering committee</li> <li>- Review Tariff structure</li> <li>- Improved functioning and results of the Revenue Section/improve the collection rate</li> <li>- Improved Financial Management</li> </ul>
<b>Objectives</b>	Improved Financial Management
<b>Alignment with National and Provincial Strategies</b>	
<b>Sphere</b>	<b>Description</b>
<b>National KPA</b>	Municipal Financial Viability and Management
<b>National Outcome</b>	A responsive and accountable, effective and efficient local government system

<b>National Development Plan (2030)</b>	Developing a capable and Development State
<b>Provincial Strategic Objective</b>	Mainstreaming sustainability and optimising resource-use efficiency
<b>District Strategic Objective</b>	To attain and maintain financial viability and sustainability by executing accounting services in accordance with National Policy and guidelines

#### Main Functions and Sector Plans associated with this SO

Municipal Functions	Other spheres	Specific Plans
Good systems, compliance, revenue optimisation, financial sustainability planning	National Treasury and Provincial Treasury; ensuring clean audit	Budgets and 3 yr. plans; SDBIP

## SFA 2: GOOD GOVERNANCE

**Strategic Goal** Good Governance and Clean Audit

<b>Municipal Strategic Focus Area</b>	Good Governance
<b>Strategic Objective</b>	<b>SO 2: To provide democratic, responsive and accountable government for the local communities</b>
<b>Challenges</b>	<i>The <u>cost of compliance</u> with increased legislation, regulations and accounting standards is not only costing more without any significant tangible benefits to the communities, it is also time-consuming and counter-productive.</i>
<b>Outcome / Impact</b>	<ul style="list-style-type: none"> <li>- Clean audit</li> <li>- Improved stakeholder relations</li> <li>- Improved communication</li> <li>- Improved community engagements</li> <li>- Functional and effective ward committees</li> </ul>
<b>Strategic Risks</b>	Excessive expectations in relation to institutional capacity
<b>Municipal Directorate</b>	<b>Corporate Services</b>
<b>Departmental Objectives</b>	<ul style="list-style-type: none"> <li>• Improve the functioning of the ward committee system</li> </ul>
<b>Municipal Directorate</b>	<b>Corporate Services</b>
<b>Departmental Interventions</b>	Know your ward campaign Host a Ward Committee Submit

	Ward Councillor Report back Meetings
<b>Municipal Directorate</b>	<b>Office of the MM</b>
<b>Departmental Interventions</b>	<ul style="list-style-type: none"> <li>- Work towards obtaining a clean audit</li> <li>- Improved relationships</li> <li>- Improved Communication and community involvement</li> </ul>

**Alignment with National and Provincial Strategies**

<b>Sphere</b>	<b>Description</b>
<b>National KPA</b>	Good Governance and Public Participation
<b>National Outcome</b>	A responsive and accountable, effective and efficient local government system
<b>National Development Plan (2030)</b>	Developing a capable and Development State
<b>Provincial Strategic Objective</b>	Embed good governance and integrated service delivery through partnerships and spatial planning
<b>District Strategic Objective</b>	To ensure Good Governance practice by providing a democratic and proactive accountable government and ensuring community participation through existing IGR structures

<b>Main Functions and Sector Plans associated with this SO</b>		
<b>Municipal Functions</b>	<b>Other spheres</b>	<b>Specific Plans</b>
<b>Council, public and stakeholder participation, ward Committees, policies, bylaws</b>	legislative framework and support	

### SFA 3: INSTITUTIONAL DEVELOPMENT

<b>Strategic Goal</b>	<b>Optimisation of Capacity</b>
<b>Municipal Strategic Focus Area</b>	Institutional Development
<b>Strategic Objectives</b>	<b>SO3: To ensure a healthy and productive workforce by creating a conducive working environment</b>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>- Inadequate systems and SOP's</li> <li>- Lack of office space</li> <li>- Shortage of Fleet (Traffic, refuse removal etc.)</li> </ul>
<b>Outcome / Impact</b>	<ul style="list-style-type: none"> <li>- Improved safety in working environment</li> <li>- Clean audit</li> <li>- Improved processes and productivity</li> <li>- Improved legal compliance</li> </ul>

<b>Strategic Risks</b>	Excessive expectations in relation to institutional capacity
<b>Municipal Directorate</b>	<b>Corporate Services</b>
<b>Departmental Interventions</b>	<ul style="list-style-type: none"> <li>- Implement outcome based training strategies and programmes</li> <li>- Continuous review of policies and delegations and by-laws</li> <li>- Establishment of a Municipal Court</li> <li>- Implementation of MCGICT Policies</li> </ul>
<b>Municipal Directorate</b>	<b>Office of the MM</b>
<b>Departmental Interventions</b>	Optimum optimizing of PMS to ensure continuous performance improvement working towards a clean performance audit

**Alignment with National and Provincial Strategies**

<b>Sphere</b>	<b>Description</b>
<b>National KPA</b>	Municipal Transformation and Institutional Development
<b>National Outcome</b>	A responsive and accountable, effective and efficient local government system
<b>National Development Plan (2030)</b>	Developing a capable and Development State
<b>Provincial Strategic Objective</b>	Mainstreaming sustainability and optimizing resource-use efficiency
<b>District Strategic Objective</b>	To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development.

**Main Functions and Sector Plans associated with this SO**

<b>Municipal Functions</b>	<b>Other spheres</b>	<b>Specific Plans</b>
<b>Organisational Development, Systems</b>		Operational plan, Performance Management System

<b>Strategic Goal</b>	<b>Optimisation of Capacity</b>
<b>Municipal Strategic Focus Area</b>	Institutional Development
<b>Strategic Objectives</b>	<b>SO4: Refine and improve the institutional capacity of the municipality</b>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>- Lack of succession planning</li> <li>- Trained workforce (water, sanitation, road works etc)</li> <li>- Lack/shortage of Man power</li> <li>- Constant changes to systems &amp; service providers creates security risk areas, strain on ICT resources</li> </ul>

<b>Outcome / Impact</b>	<ul style="list-style-type: none"><li>- Clean audit</li><li>- Improved processes and productivity</li><li>- Improved ICT systems</li><li>- Improved municipal capacity</li><li>- Improved legal compliance</li></ul>	
<b>Strategic Risks</b>	Excessive expectations in relation to institutional capacity	
<b>Municipal Directorate</b>	<b>Corporate Services</b>	
<b>Departmental Interventions</b>	<ul style="list-style-type: none"><li>- Full organisational design investigation</li><li>- Improve ICT service and infrastructure</li><li>- Implement outcome based training strategies and programmes</li><li>- Continuous review of policies and delegations and by-laws</li><li>- Establishment of a Municipal Court</li><li>- Implementation of MCGICT Policies</li></ul>	
<b>Municipal Directorate</b>	<b>Office of the MM</b>	
<b>Departmental Interventions</b>	Optimum optimizing of PMS to ensure continuous performance improvement working towards a clean performance audit	
<b>Alignment with National and Provincial Strategies</b>		
<b>Sphere</b>	<b>Description</b>	
<b>National KPA</b>	Municipal Transformation and Institutional Development	
<b>National Outcome</b>	A responsive and accountable, effective and efficient local government system	
<b>National Development Plan (2030)</b>	Developing a capable and Development State	
<b>Provincial Strategic Objective</b>	Mainstreaming sustainability and optimizing resource-use efficiency	
<b>District Strategic Objective</b>	To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development.	
<b>Main Functions and Sector Plans associated with this SO</b>		
<b>Municipal Functions</b>	<b>Other spheres</b>	<b>Specific Plans</b>
<b>Organisational Development, Systems</b>		Operational plan, Performance Management System

#### SFA 4: BASIC SERVICE DELIVERY

Strategic Goal	Improve Service Delivery Levels	
Municipal Strategic Focus Area	Basic Service Delivery	
Strategic Objective	SO 5: To ensure a continuous and sustainable maintenance, replacement and upgrades of municipal infrastructure	
Challenges	<ul style="list-style-type: none"><li>- Budget (poor payment rate)</li><li>- Shortage of Fleet (Traffic, refuse removal etc.)</li><li>- Lack/shortage of Man power</li></ul>	
Outcome / Impact	<ul style="list-style-type: none"><li>- Provide residents with adequate basic services</li><li>- Sustainable water provision</li><li>- Backlog reduction</li><li>- Maintained fleet</li><li>- Improved electricity provision</li><li>- Rehabilitation and maintenance of urban streets</li></ul>	<ul style="list-style-type: none"><li>- Improved sewerage provision</li><li>- Improved and sustainable solid waste management</li><li>- Increased capacity for sustainable sewerage network</li><li>- Improved storm water network</li><li>- Increased revenue collection</li></ul>
Strategic Risks	<ul style="list-style-type: none"><li>- Bulk water provision</li><li>- Backlog in infrastructure</li></ul>	
Municipal Directorate	Technical Services	
Departmental Interventions	<ul style="list-style-type: none"><li>- Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program</li></ul>	
Municipal Directorate	Operational Services	
Departmental Interventions	<ul style="list-style-type: none"><li>- Day to Day Service Delivery</li><li>- Infrastructure and bulk upgrades</li></ul>	
Alignment with National and Provincial Strategies		
Sphere	Description	
National KPA	Basic Service Delivery	
National Outcome	<ul style="list-style-type: none"><li>- An effective, competitive and responsive economic infrastructure network</li><li>- Protection and enhancement of environmental assets and natural resources</li></ul>	
National Development Plan (2030)	<ul style="list-style-type: none"><li>- Nation building and social cohesion</li><li>- Economy and Development</li></ul>	
Provincial Strategic Objective	Mainstreaming sustainability and optimising resource-use efficiency	
District Strategic Objective	To ensure the Health and safety of all in the Overberg through the provision of efficient basic services and infrastructure	
Main Functions and Sector Plans associated with this SO		

Municipal Functions	Other spheres	Specific Plans
Water, sanitation, roads, transport infrastructure, storm water, waste removal, parks, recreation. Forward Planning and integration with Human Settlements	MIG funds and other external funding, DWA initiatives	Master plans; MIG project plans, Water Services Plans,

<i>Strategic Goal</i>	Improve Service Delivery Levels
<i>Municipal Strategic Focus areas</i>	Basic Service Delivery
<i>Strategic Objective</i>	<b>SO6:To maintain and improve basic service delivery and social amenities for the TWK community</b>
<i>Challenges</i>	<ul style="list-style-type: none"> <li>- Lack of adequate sport facilities to cater for all sporting codes</li> <li>- Lack of sport and recreational facilities in rural areas (farms)</li> <li>- Limited budget for implementation of sport programmes</li> <li>- Vandalism of municipal property</li> </ul>
<i>Outcome / Impact</i>	<ul style="list-style-type: none"> <li>- Maintained community facilities</li> </ul>
<i>Strategic Risks</i>	
<i>Municipal Directorate</i>	<b>Operational Services</b>
<i>Departmental Interventions</i>	<ul style="list-style-type: none"> <li>- Functioning and effective sport forums in all towns</li> <li>- Perform an audit on all sport facilities</li> <li>- Draft and implement a Sport</li> </ul>

**Alignment with National and Provincial Strategies**

<i>Sphere</i>	<i>Description</i>
National KPA	Basic Service Delivery
National Outcome	All people in south Africa protected and feel safe
National Development Plan (2030)	Building Safer Communities
Provincial Strategic Objective	Increasing wellness, safety and tackle social ills
District Strategic Objective	To ensure the Health and safety of all in the Overberg through the provision of efficient basic services and infrastructure

**Main Functions and Sector Plans associated with this SO**

Municipal Functions	Other spheres	Specific Plans
Coordinating .facilitating sport, maintenance	MIG funds and other external funding, DCAS	

Strategic Goal	Improve Service Delivery Levels	
Municipal Strategic Focus Area	Basic Service Delivery	
Strategic Objective	SO7: Improved Environmental Management	
Challenges	<ul style="list-style-type: none"><li>- Lack of updated by-laws</li><li>- Capacity to develop policies</li></ul>	
Outcome / Impact	Sustainable environmental management	
Strategic Risks		
Municipal Directorate	Technical Services	
Departmental Interventions	<ul style="list-style-type: none"><li>- Conserve and rehabilitate the natural environment</li><li>- Mitigate the risk of potential disasters</li><li>- Increased cemetery capacity</li><li>- Mitigate the risk of potential disasters</li><li>- Manage the municipality's natural resources (Reserves, public open spaces, waterways)</li></ul>	
Alignment with National and Provincial Strategies		
Sphere	Description	
National KPA	Basic Service Delivery	
National Outcome	Environmental Sustainability and Resilience	
National Development Plan (2030)	Building Safer Communities	
Provincial Strategic Objective	Increasing safety	
District Strategic Objective	To ensure the Health and safety of all in the Overberg through the provision of efficient basic services and infrastructure	
Main Functions and Sector Plans associated with this SO		
Municipal Functions	Other spheres	Specific Plans
Planning and Functioning of Settlements and Conservation,	Planning support (DEADP) and Compliance e.g. NEMA	Law Enforcement Strategy, SDF



Strategic Goal	Improve Service Delivery Levels	
Municipal Strategic Focus Area	Basic Service Delivery	
Strategic Objective	SO8: Increase community safety through traffic policing, bylaw enforcement	
Challenges	<ul style="list-style-type: none"><li>- Shortage of Fleet (Traffic)</li><li>- Lack/shortage of Man power</li><li>- Lack of updated by-laws</li><li>- Theft and vandalism of municipal property, goods and assets</li><li>- Uncontrolled expanding of informal settlements</li><li>- Illegal land grabs</li></ul>	
Outcome / Impact	<ul style="list-style-type: none"><li>- Increased community safety</li><li>- Reduced crime within TWK municipal area</li></ul>	
Strategic Risks	Immigration leading to land invasion and the increase in informal settlements	
Municipal Directorate	Operational Services	
Departmental Interventions	<ul style="list-style-type: none"><li>- Establishment of Land Invasion Special Task Team</li><li>- Effective management of informal settlements</li><li>- Traffic and Law Enforcement turnaround strategy</li><li>- Road safety and by-law awareness and building strong community partnerships – “Be part of the solution”</li></ul>	<ul style="list-style-type: none"><li>- Implementation of Community Safety Programmes</li><li>- Establish municipal court</li><li>- Implement District Safety Plan to address road safety</li><li>- Training of personnel for effective Law Enforcement</li></ul>
Alignment with National and Provincial Strategies		
Sphere	Description	
National KPA	Basic Service Delivery	
National Outcome	All people in south Africa protected and feel safe	
National Development Plan (2030)	Building Safer Communities	
Provincial Strategic Objective	Increasing safety	
District Strategic Objective	To ensure the Health and safety of all in the Overberg through the provision of efficient basic services and infrastructure	
Main Functions and Sector Plans associated with this SO		

Municipal Functions	Other spheres	Specific Plans
Traffic, Law Enforcement	DoCS	Law Enforcement Strategy, SDF

<b>Strategic Goal</b>	<b>Improve Service Delivery Levels</b>	
<b>Municipal Strategic Focus Area</b>	Basic Service Delivery	
<b>Strategic Objective</b>	<b>SO9: Ensure the provision of sustainable and integrated Human Settlements through accelerating affordable housing projects</b> <b>SO10: Upgrading of informal settlements and prioritising the most needy in housing allocation</b>	
<b>Challenges</b>	<ul style="list-style-type: none"> <li>- Influx of indigent people</li> <li>- Uncontrolled influx of seasonal workers</li> <li>- Insufficient municipal land for housing development</li> <li>- Increased demand for housing</li> <li>- Insufficient Funding</li> </ul>	<ul style="list-style-type: none"> <li>- Security of tenure</li> <li>- Slow delivery of rental opportunities and affordable housing</li> <li>- Land invasion</li> <li>- Weak development control measures</li> <li>- Compliance with national housing policies</li> </ul>
<b>Outcome / Impact</b>	Sustainable integrated human settlements	
<b>Strategic Risks</b>	Immigration leading to land invasion and the increase in informal settlements	
<b>Municipal Directorate</b>	<b>Development Services</b>	
<b>Departmental Interventions</b>	<ul style="list-style-type: none"> <li>- Strengthen the policy instruments and encourage compliance with legislation</li> <li>- Strengthen policies to manage/control migration</li> <li>- Provision of GAP housing</li> <li>- Provision of economic and social facilities</li> <li>- Ensure unbiased allocation of housing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Acquire well located land for planned integrated Human Settlements</li> <li>- Implementation of the Human Settlements Program which includes programs such as IRDP, EHP &amp; EPHP)</li> <li>- Provision and Implementation of serviced sites</li> <li>- Speed up land release to transfer properties</li> </ul>

**Alignment with National and Provincial Strategies**

<b>Sphere</b>	<b>Description</b>
<b>National KPA</b>	Basic Service Delivery
<b>National Outcome</b>	Sustainable human settlements and improved quality of household life
<b>National Development Plan (2030)</b>	Transforming Human Settlements
<b>Provincial Strategic Objective</b>	Developing integrated and sustainable human settlements

District Strategic Objective	To ensure the Health and safety of all in the Overberg District through the provision of efficient basic services and infrastructure	
Main Functions and Sector Plans associated with this SO		
Municipal Functions	Other spheres	Specific Plans
Planning and implementing housing projects with govt funds, GAP housing, managing emerging settlements	DHS, Human Settlement Projects	Human Settlement Plan & Housing Pipeline

## SFA 5: LOCAL ECONOMIC DEVELOPMENT

**Strategic Goal** To make Theewaterskloof a desirable place to live and work in

<b>Municipal Strategic Focus Area</b>	Local Economic Development
<b>Strategic Objective</b>	SO11: Create an enabling environment in order to maintain existing business and attract new investment into the TWK area
<b>Challenges</b>	<ul style="list-style-type: none"> <li>- High level of unemployment</li> <li>- Lack of interest of local labour in working in the Agricultural sector</li> <li>- Poor quality of education</li> <li>- Not enough housing stock in the area to attract paying residents</li> <li>- High level of imports into the municipal area increasing costs.</li> <li>- High level of substance abuse among youth</li> </ul>
<b>Outcome / Impact</b>	<ul style="list-style-type: none"> <li>• Improved economic growth</li> <li>• Improved social conditions</li> </ul>
<b>Strategic Risks</b>	Job creation via LED initiatives
<b>Municipal Directorate</b>	<b>Development Services</b>
<b>Departmental Interventions</b>	<ul style="list-style-type: none"> <li>- Implement the Youth Development Strategy in line with National programs such as EPWP, CWP and the youth entrepreneurial project</li> <li>- Encourage investors to invest in TWK (Labour intensive work opportunities in textile industry and agri-processing)</li> <li>- Roll out of Land Disposal Strategy</li> <li>- Expand the Biggest Deal Challenge to develop entrepreneurs</li> <li>- Review of Tourism Structure</li> <li>- SMME/ Contractor development linked to Capital Projects i.e. Housing and Infrastructure</li> </ul>

### Alignment with National and Provincial Strategies

<b>Sphere</b>	<b>Description</b>
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National KPA	Local Economic Development	
National Outcome	Decent employment through inclusive economic growth	
National Development Plan (2030)	Economy and Development	
Provincial Strategic Objective	Creating opportunities for growth and jobs	
District Strategic objective	To promote local economic development by supporting initiatives in the District for the Development of a sustainable district economy	
Main Functions and Sector Plans associated with this SO		
Municipal Functions	Other spheres	Specific Plans
Creating Framework for Growth, Job Creation, Tourism, Specific Projects, PPPs, Town Planning  Health and Safety,, everything to do with soft services and recreation, human development, education and training	DEADP, DoEDT Thusong initiative, CDWs, DECAS, DoE, DoSD, Rural Development	SDF, LED strategy  Youth Development Strategy. EPWP Strategy, 2030 Strategy, 2030 Projections, Green Economy, Tourism sector plan, Destination Marketing Plan
Strategic Goal	To make Theewaterskloof a desirable place to live and work in	
Municipal Strategic Focus Area	Local Economic Development	
Strategic Objective	SO11:Create an enabling environment in order to maintain existing business and attract new investment into the TWK area	
Challenges	<ul style="list-style-type: none"><li>- High level of unemployment’</li><li>- Lack of interest of local labour in working in the Agricultural sector</li><li>- Poor quality of education</li><li>- Not enough housing stock in the area to attract paying residents</li><li>- High level of imports into the municipal area increasing costs.</li><li>- High level of substance abuse among youth</li></ul>	
Outcome / Impact	<ul style="list-style-type: none"><li>• Improved economic growth</li><li>• Improved social conditions</li></ul>	
Strategic Risks	Job creation via LED initiatives	
Municipal Directorate	Development Services	

<b>Departmental Interventions</b>	<ul style="list-style-type: none"> <li>- Implement the Youth Development Strategy in line with National programs such as EPWP, CWP and the youth entrepreneurial project</li> <li>- Encourage investors to invest in TWK (Labour intensive work opportunities in textile industry and agri-processing)</li> <li>- Roll out of Land Disposal Strategy</li> <li>- Expand the Biggest Deal Challenge to develop entrepreneurs</li> <li>- Review of Tourism Structure</li> <li>- SMME/ Contractor development linked to Capital Projects i.e. Housing and Infrastructure</li> </ul>
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**Alignment with National and Provincial Strategies**

<b>Sphere</b>	<b>Description</b>
<b>National KPA</b>	Local Economic Development
<b>National Outcome</b>	Decent employment through inclusive economic growth
<b>National Development Plan (2030)</b>	Economy and Development
<b>Provincial Strategic Objective</b>	Creating opportunities for growth and jobs
<b>District Strategic objective</b>	To promote local economic development by supporting initiatives in the District for the Development of a sustainable district economy

**Main Functions and Sector Plans associated with this SO**

<b>Municipal Functions</b>	<b>Other spheres</b>	<b>Specific Plans</b>
<b>Creating Framework for Growth, Job Creation, Tourism, Specific Projects, PPPs, Town Planning Health and Safety,, everything to do with soft services and recreation, human development, education and training</b>	DEADP, DoEDT Thusong initiative, CDWs, DECAS, DoE, DoSD, Rural Development	SDF, LED strategy Youth Development Strategy. EPWP Strategy, 2030 Strategy, 2030 Projections, Green Economy, Tourism sector plan, Destination Marketing Plan

**Strategic Goal**                      **Creating and enabling environmental favourable for economic and human development in a sustainable manner**

<b>Municipal Strategic Focus Area</b>	Local Economic Development
<b>Strategic Objective</b>	<b>SO 13: Improve the social fabric of the TWK Community</b>

## Challenges

- Divided communities
- Isolation and limited access to opportunities
- Patterns of inequality
- Exclusion of marginalised groups (women, disabled & elderly)
- Challenge with availability of land for emerging farmers
- Limited funding for community development programmes

<b>Outcome / Impact</b>	<b>Improved social conditions:</b> <ul style="list-style-type: none"> <li>- Sustainable emerging agricultural sector that contribute to food security</li> <li>- Quality Early Childhood Development facilities and programs</li> <li>- Sustainable SMME's</li> <li>- Decrease in social ills</li> <li>- Increase in social cohesion</li> <li>- Increase in opportunities for the youth</li> <li>- Increase support to the elderly and individuals with disabilities</li> </ul>
<b>Strategic Risks</b>	None identified
<b>Municipal Directorate</b>	<b>Development Services</b>
<b>Departmental Interventions</b>	<ul style="list-style-type: none"> <li>- Facilitation of NGO stakeholder</li> <li>- Youth Entrepreneurship and capacity building</li> <li>- Emerging Farmer Support</li> <li>- ECD Sector Facilitation</li> <li>- SMME Support</li> <li>- Facilitate the Comprehensive Rural Development Program (CRDP)</li> <li>- Facilitate Thusong Program</li> <li>- Facilitate Thusong Program</li> </ul>
<b>Alignment with National and Provincial Strategies</b>	
<b>Sphere</b>	<b>Description</b>
<b>National KPA</b>	Local Economic Development
<b>National Outcome</b>	Decent employment through inclusive economic growth
<b>National Development Plan (2030)</b>	Economy and Development

Provincial Strategic Objective	Creating opportunities for growth and jobs	
District Strategic objective	To promote local economic development by supporting initiatives in the District for the Development of a sustainable district economy	
Main Functions and Sector Plans associated with this SO		
Municipal Functions	Other spheres	Specific Plans
Creating Framework for Growth, Job Creation, Tourism, Specific Projects, PPPs, Town Planning Health and Safety,, everything to do with soft services and recreation, human development, education and training	DEADP, DoEDT Thusong initiative, CDWs, DECAS, DoE, DoSD, Rural Development	SDF, LED strategy Youth Development Strategy. EPWP Strategy, 2030 Strategy, 2030 Projections, Green Economy, Tourism sector plan, Destination Marketing Plan

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

The 2019/20 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

# Reconciliation between the IDP strategic objectives and budgeted revenue (Table SA4)

Strategic Objective	Goal	Goal Code	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand									
Financial Viability	Work towards a sustainable future through sound financial management and continuous revenue growth	SO1	184 758	187 973	194 637	194 637	204 442	217 587	232 220
Good Governance	To provide democratic, responsive and accountable government for the local communities	SO2	2 926	2 838	2 772	2 772	2 940	3 109	3 287
Institutional Development	To ensure a healthy and productive workforce by creating a conducive working environment	SO3	692	503	258	258	533	565	599
Institutional Development	Refine and Improve the institutional Capacity of the Municipality	SO4	272	–	–	–	–	–	–
Basic Service Delivery	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	SO5	25 540	24 106	26 461	26 461	24 919	24 191	25 814
Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK community.	SO6	249 151	264 089	266 950	266 950	283 266	295 113	313 031
Basic Service Delivery	Improved Environmental Management	SO7	–	–	–	–	–	–	–
Basic Service Delivery	Increase Community Safety through traffic policing, bylaw enforcement	SO8	53 641	38 407	56 941	56 941	41 471	43 959	46 597
Basic Service Delivery	Ensure the provision of Sustainable and integrated Human Settlements through Accelerating Affordable Housing Projects,	SO9	16 858	61 255	56 017	56 017	63 349	34 500	48 680
Basic Service Delivery	Upgrading of informal Settlements and Prioritising the most needy in housing allocation	SO10	–	–	–	–	–	–	–
Local Economic Development	Create an enabling environment in order to maintain existing business and attract new investments into the TWK area.	SO11	–	850	601	601	918	973	1 032
Local Economic Development	Promote the second and Township economy (SMME Development)	SO12	–	–	–	–	–	–	–
Allocations to other priorities									
Total Revenue (excluding capital transfers and contributions)			533 838	580 022	604 637	604 637	621 839	619 997	671 260



Reconciliation between the IDP strategic objectives and budgeted operating expenditure  
(Table SA5)

Strategic Objective	Goal	Goal Code	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand									
Financial Viability	Work towards a sustainable future through sound financial management and continuous	SO1	53 929	42 839	46 994	46 994	47 355	50 002	52 402
Good Governance	To provide democratic, responsive and accountable government for the local	SO2	26 658	26 648	28 654	28 654	30 914	32 865	34 714
Institutional Development	To ensure a healthy and productive workforce by creating a conducive working	SO3	26 806	41 837	41 249	41 249	38 593	41 315	43 794
Institutional Development	Refine and Improve the institutional Capacity of the Municipality	SO4	12 670	9 264	10 422	10 422	13 371	13 987	14 641
Basic Service Delivery	To ensure continuous and sustainable maintenance, replacements and upgrades of	SO5	14 132	16 029	18 139	18 139	18 895	18 134	19 222
Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK	SO6	258 341	303 845	303 012	303 012	323 608	337 340	354 525
Basic Service Delivery	Improved Environmental Management	SO7	2 332	3 064	2 864	2 864	3 600	3 816	4 045
Basic Service Delivery	Increase Community Safety through traffic policing, bylaw enforcement	SO8	65 048	56 172	74 708	74 708	57 275	59 556	61 666
Basic Service Delivery	Ensure the provision of Sustainable and integrated Human Settlements through	SO9	4 657	43 092	43 487	43 487	30 369	25 563	12 926
Basic Service Delivery	Upgrading of informal Settlements and Prioritising the most needy in housing	SO10	–	496	2 866	2 866	2 790	2 957	3 135
Local Economic Development	Create an enabling environment in order to maintain existing business	SO11	–	7 856	8 427	8 427	7 814	8 278	8 771
Local Economic Development	Promote the second and Township economy (SMME Development)	SO12	–	39	–	–	–	–	–
Allocations to other priorities									
Total Expenditure			464 573	551 182	580 824	580 824	574 585	593 812	609 840

Reconciliation between the IDP strategic objectives and budgeted capital expenditure  
(Table SA6)

Strategic Objective	Goal	Goal Code	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand									
Financial Viability	Work towards a sustainable future through sound financial management and continuous	S01	19	–	21	21	–	–	–
Good Governance	To provide democratic, responsive and accountable government for the local	S02	17	–	6	6	377	–	
Institutional Development	To ensure a healthy and productive workforce by creating a conducive working	S03	154	–	209	209	98	–	–
Institutional Development	Refine and Improve the institutional Capacity of the Municipality	S04	511	–	1 636	1 636	1 794	–	–
Basic Service Delivery	To ensure continuous and sustainable maintenance, replacements and upgrades of	S05	4 378	2 403	3 095	3 095	7 247	–	–
Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK	S06	66 796	45 953	49 177	49 177	75 695	48 798	56 916
Basic Service Delivery	Improved Environmental Management	S07	–	–	–	–	–	–	–
Basic Service Delivery	Increase Community Safety through traffic policing, bylaw enforcement	S08	401	6 300	1 032	1 032	6 619	–	–
Basic Service Delivery	Ensure the provision of Sustainable and integrated Human Settlements through	S09	14 937	24 100	18 085	18 085	38 734	15 000	42 180
Basic Service Delivery	Upgrading of informal Settlements and Prioritising the most needy in housing	S010	–	–	–	–	–	–	–
Local Economic Development	Create an enabling environment in order to maintain existing business	S011	–	–	–	–	30	–	–
Local Economic Development	Promote the second and Township economy (SMME Development)	S012	–	–	–	–	–	–	–
Allocations to other priorities									
Total Capital Expenditure			87 214	78 756	73 261	73 261	130 593	63 798	99 096

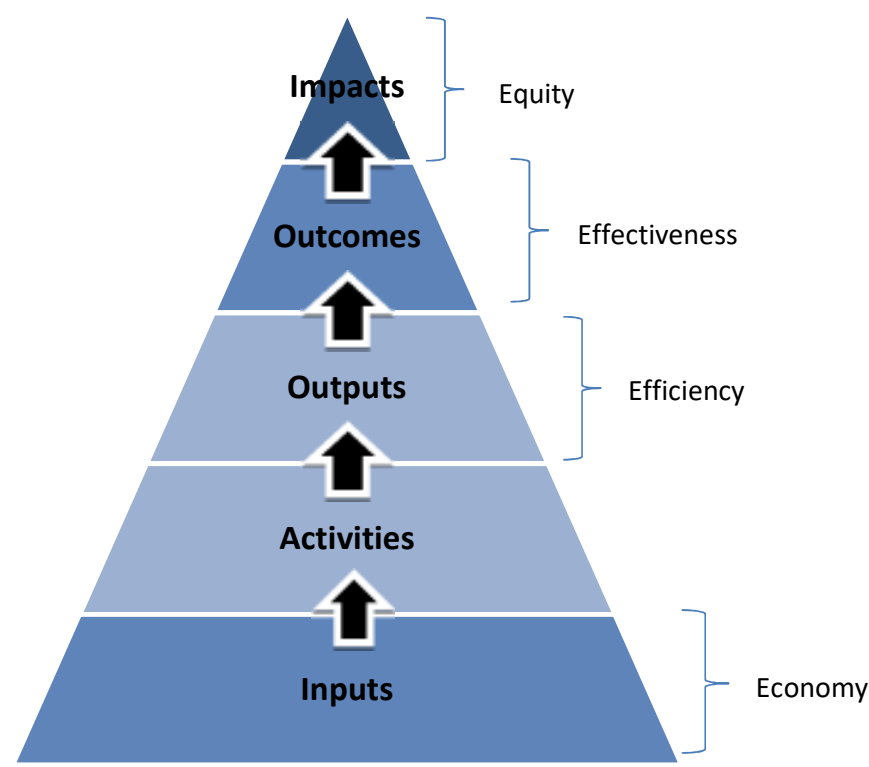
## 8. Measurable performance objectives and Indicators

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Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. The Municipality target, monitors, assesses and reviews organisational performance which in turn is directly linked to individual employee's performance.

Performance information needs to be structured to demonstrate clearly how the municipality uses available resources to deliver on its strategic objectives.

In managing for results, budgets are developed in relation to inputs, activities and outputs, while the aim is to manage towards achieving the outcomes and impacts. The image below illustrates the relationship between these core performance information concepts.



**Economy indicators:** explore whether specific inputs are acquired at the lowest cost and at the right time.

**Efficiency indicators:** explore how productively inputs are translated into outputs. An efficient operation maximises the level of output for a given set of inputs, or it minimises the inputs required to produce a given level of output.

**Effectiveness indicators:** explore the extent to which the outputs of an institution achieve the desired outcomes. An effectiveness indicator assumes a model of how inputs and outputs relate to the achievement of an institution's strategic objectives and goals.

**Equity indicators:** explore whether services are being provided impartially, fairly and equitably. Equity indicators reflect the extent to which an institution has achieved and been able to maintain an equitable supply of comparable outputs across demographic groups, regions, urban and rural areas, and so on.

The following table sets out the municipalities main performance objectives and benchmarks for the 2019/20 MTREF.

### Key financial indicators and ratios (table SA8)

Description of financial indicator	Basis of calculation	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b><u>Borrowing Management</u></b>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	6,1%	6,2%	5,9%	5,6%	5,4%	5,4%	5,4%	5,0%	5,2%	5,2%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	8,3%	7,8%	7,0%	8,0%	7,7%	7,7%	7,7%	7,0%	7,1%	6,8%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure ex cl. transfers and grants and contributions	0,0%	0,0%	0,0%	33,2%	46,3%	46,3%	46,3%	52,8%	45,0%	38,2%
<b><u>Safety of Capital</u></b>											
Gearing	Long Term Borrowing/ Funds & Reserves	1109,2%	651,5%	641,8%	831,4%	678,9%	678,9%	678,9%	2036,7%	2046,3%	2074,7%
<b><u>Liquidity</u></b>											
Current Ratio	Current assets/current liabilities	1,0	1,4	1,4	1,1	1,4	1,4	1,4	1,2	1,2	1,3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1,0	1,4	1,4	1,1	1,4	1,4	1,4	1,2	1,2	1,3
Liquidity Ratio	Monetary Assets/Current Liabilities	0,5	0,8	0,7	0,2	0,5	0,5	0,5	0,2	0,1	–
<b><u>Revenue Management</u></b>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		90,0%	86,2%	83,5%	86,6%	83,0%	83,0%	83,0%	88,0%	88,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		90,0%	86,2%	83,5%	86,6%	83,0%	83,0%	83,0%	88,0%	88,0%	88,0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	10,4%	10,2%	13,1%	14,1%	15,3%	15,3%	15,3%	18,4%	21,1%	24,5%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<b><u>Creditors Management</u></b>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Creditors to Cash and Investments		81,6%	60,8%	64,9%	265,9%	125,0%	125,0%	125,0%	290,2%	634,7%	570,7%
<b><u>Other Indicators</u></b>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)			3 329	3 050	3 050	3 050	3 050	3 233	3 427	3 632
	Total Cost of Losses (Rand '000)			3 072	3	3	2967	3	3	3	4
	% Volume (units purchased and generated less units sold)/units purchased and generated			5%	5%	5%	5%	5%	500%	500%	500%
Water Distribution Losses (2)	Total Volume Losses (kℓ)			1132123	1132123	1132123	1132123	1132123	1132123	1132123	1132123
	Total Cost of Losses (Rand '000)			7,234	7,234	7,234	7,234	7,234	7,234	7,234	7,234
	% Volume (units purchased and generated less units sold)/units purchased and generated			19%	19%	19%	19%	19%	19%	19%	19%
Employee costs	Employee costs/(Total Revenue - capital revenue)	33,4%	36,5%	37,5%	37,9%	36,0%	36,0%	36,0%	40,8%	41,3%	42,1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	35,3%	38,6%	39,8%	40,2%	38,1%	38,1%		43,1%	43,6%	44,5%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	5,3%	6,2%	4,3%	19,6%	19,0%	19,0%		19,7%	20,0%	20,4%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	9,7%	10,9%	8,9%	10,1%	9,6%	9,6%	9,6%	8,9%	8,7%	8,6%
<b><u>IDP regulation financial viability indicators</u></b>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	13,1	13,5	17,9	13,5	13,5	13,5	16,6	15,6	16,3	17,3
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	18,6%	16,2%	20,9%	22,9%	26,4%	26,4%	26,4%	29,3%	33,2%	37,7%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	2,0	2,1	1,9	0,5	1,4	1,4	1,4	0,5	0,2	(0,2)

## Performance indicators and benchmarks

### Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Theewaterskloof Municipality's borrowing strategy is primarily informed by the affordability of debt repayments. The municipality's debt portfolio is consisting out of annuity loans. The following financial performance indicators have formed part of the compilation of the 2019/20 MTREF:

- *Borrowing to asset ratio* is a measure of the long-term borrowing as a percentage of the total asset base of the municipality.
- *Capital charges to operating expenditure* are a measure of the cost of borrowing in relation to the operating expenditure. It can be seen that the cost of borrowing is 5 per cent in 2019/2020 and increase to 5.2 per cent in 2021/22
- This increase can be attributed to more loans taken up to fund portions of the capital programme. While borrowing is considered a prudent financial instrument in financing capital infrastructure development, this indicator will have to be carefully monitored going forward as the municipality has reached its prudential borrowing limits.
- *Borrowing funding of own capital expenditure* measures the degree to which own capital expenditure (excluding grants and contributions) has been funded by way of borrowing.

In summary, various financial risks could have a negative impact on the future borrowing capacity of the municipality. In particular, the continued ability of the municipality to meet its revenue targets and ensure its forecasted cash flow targets are achieved will be critical in meeting the repayments of the debt service costs.

### Safety of Capital

- *The gearing ratio* is a measure of the total long term borrowings over funds and reserves. Lower figures are more acceptable, showing that the company is predominantly financed by equity whilst high gearing shows an over reliance on borrowings for a significant proportion of the municipality's capital requirements.

### Liquidity

- *Current ratio* is a measure of the current assets divided by the current liabilities and the benchmark would normally be set at a limit of 1, hence at no point in time should this ratio be less than 1. In the 2019/20 and 2020/21 financial year the current ratio is 1.2 and thereafter the forecast is 1.3 in 2021/22. Going forward it will be necessary to increase these levels to allow the municipality to be able to pay its liabilities when it falls due.
- *The liquidity ratio* is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. The ratio is forecast at 0.2, 0.1 and 0 over the MTREF.

## **Revenue Management**

As part of the financial sustainability strategy, initiatives have been implemented to increase cash inflow such as demand management water and prepaid electricity meters for all. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, and credit control and debt collection. Various other interventions are currently in process such as data cleansing, the restructuring of the revenue function and the task team for revenue management investigating the critical causes of a low collection rate which include systems, processes and data management.

## **Creditors Management**

The municipality has managed to ensure that creditors are settled within the legislated 30 days of invoice. The municipality has managed to ensure a 100 per cent compliance rate to this legislative obligation. This has had a favourable impact on suppliers' perceptions of risk of doing business with the municipality, which is expected to benefit the municipality in the form of more competitive pricing of tenders, as suppliers compete for the municipality's business.

## **Other Indicators**

- The electricity distribution losses have been set at 3,232,752 kw for 2019/20. The initiatives to ensure these targets are achieved include managing illegal connections and theft of electricity, including prepaid meters.
- The water distribution losses target is set at 1,132,123 kl. Initiatives such as free water leakage repair for indigent and prepaid water meters will assist in this regards.
- Employee costs as a percentage of operating revenue is 40,8% in the 2019/20 and increase to 41,3% in 2020/21 and 42,1% in the 2021/22 financial year.

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

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

For the 2019/20 financial year R 25,281 provision have been made for indigent's household in the budget but do not include the cost of services of ±7711 informal settlements. In terms of the Municipality's indigent policy registered households are entitled to 6kl free water and sanitation, 70 kwh of electricity and free waste removal, as well as a discount on their property rates.

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

## Drinking Water Quality and Waste Water Management in TWK Municipality.

There are eight towns each with its own water and waste water treatment facility that falls under the management of the Theewaterskloof Municipality Authority except, for Caledon (water treatment). The latter receives water from a service provider, Overberg Water and Ikusasa Water. Bereaville and Voorstekraal package plants were installed as part of drought alleviation and also receives water from a service provider, Ikusasa Water.

### 1. Blue Drop Assessment

The Blue Drop Assessment strives to get municipalities to implement incident management protocols and by so doing thereby become more risk averse in their commitment to safe-guard public health in a precautionary manner. The latest report released by the DWS was in 2014.

Nationally there was a decrease in the performance of all municipalities. Theewaterskloof Municipality ranked as the 15<sup>th</sup> best on the Provincial Blue Drop log, with improvements at Botriver, Caledon and RSE. With this audit Risk management had more weighting then previous year. In 2013 TWK drafted their first Water Safety Plan. Implementation of risk mitigation identified in the Water Safety plan has been implemented gradually. The rate of drinking water quality compliance not being according to expectation also contributed to the decline. Each water system was assessed against a set of criteria in a Performance Area. The overall score generated in the specific performance area is displayed in table below.

Performance Area	System	Caledon	Botrivier	Genadendal	Grabouw
Water Safety Planning (35%)		30.29	18.20	16.98	11.20
Treatment Process Management (8%)		8.00	1.20	3.16	2.56
DWQ Compliances (30%)		28.95	29.40	8.10	24.75
Management, Accountability (10%)		7.58	5.40	4.65	5.40
Asset Management (14%)		9.42	9.31	8.79	5.08
Use efficiency, Loss Management (3%)		2.85	2.82	3.00	3.00
Bonus score		1.56	4.55	6.15	5.91
Penalties		0.00	0.00	0.0	0.00
<b>Blue Drop Score</b>		<b>90.63</b>	<b>70.88</b>	<b>50.83</b>	<b>57.90</b>

Performance Area	System	Greyton	Riviersonderend	Tesselaardal	Villiersdorp
Water Safety Planning (35%)		20.48	20.48	17.50	19.5
Treatment Process Management (8%)		3.76	3.16	1.20	5.16
DWQ Compliances (30%)		6.75	18.00	6.75	8.10
Management, Accountability (10%)		4.20	5.40	5.40	5.40
Asset Management (14%)		8.79	6.62	8.47	6.41
Use efficiency, Loss Management (3%)		2.85	2.10	3.00	3.00
Bonus score		5.25	5.97	6.75	5.25
Penalties		1.4	0.00	0.0	0.00
<b>Blue Drop Score</b>		<b>50.68%</b>	<b>61.73%</b>	<b>49.07%</b>	<b>52.82%</b>

### 1.1 Water Safety Plan

Caledon – only system scoring well. Lessons to be learnt from Caledon and implemented at other supply systems. DWS assisted us to draw up these plans for at least one of our town. All role players were involved in this project and complete the plans for the remaining systems. Implementation of Water Safety Plans was gradually implemented. The water Safety plans is being revised and updated.

### 1.2 Treatment Process Management

All process controllers and treatment works are registered and uploaded on the IRIS (Integrated Regulatory Information System) systems but, we do not fully comply with regulation 2834 that states, that the registered process controllers comply with the legislative requirements in terms of Number of Process Controller per shift

Complying with the required classification level of the treatment works and that the supervisor preferably on a higher classification level as that of the process controller on shift.

Great progress has been made in this regard, appointing suitable process controllers as required by Regulation 2834.

Record keeping of all water related incidents that may have an impact on the immediate or greater community.

It is a Blue and Green Drop necessity to have a qualified process controller on a Water and Wastewater Treatment System. The lack of skilled process controller and supervisors is just one of the many criteria that are needed for Blue & Green Drop Status achievements. At this stage



our senior process controllers have completed NQF 4 training in water & wastewater treatment. This type of training will allow these process controllers to be fully qualified and skilled in their current position.

### **1.3 Drinking Water Quality Compliances**

Drinking water quality compliance was poor particularly in Genadendal, Greyton, Tesselaarsdal and Villiersdorp.

Failure to achieve 100% compliance can be linked to numerous factors including:

- Having no permanent Process Controller at plants to manage changes in water quality.
- Incompetency of the process controller so therefore training needed or
- The process controller doesn't do daily operational monitoring to detect failures earlier before its reach the consumers
- Proper equipment's need to be place in order to do sampling
- Improper implementation of incident reporting regarding failure therefor trigger late response management
- Treatment Works operate above its design capacity or treatment works not design to remove certain parameters. Process audit need to be conducted to see how the treatment can optimize.

#### **a. Management, Accountability**

Management accountability weight 10% of the total allocated blue drop score. Management commitment is measured by approval of the Water Management Plans, as the municipality has a responsibility towards the direct consumer and broader public that we serve. We therefore need to inform them about the status of the drinking water delivered. Communication is now being done via SLA's; notice boards and data submission to DWS and the DoH.

### **1.5 Asset Management**

The limited implementation of the Operational & Maintenance manuals on site, calibration certificates of water meters and availability of maintenance team competency from service providers influence the overall marked scored in this performance area. Some of the old treatment system lack proper or full O&M manual but with the assistance of Wamtechnology the Operational and Maintenance manuals were compiled.

### **1.6 Water Use Efficiency**

Water use efficiency was good, with good scores in the Tesselaarsdal, Villiersdorp, Genadendal and Grabouw systems.

### **Green drop Assessment (Waste water treatment plants)**

No Green drop assessment was done in 2014, only Critical Risk Ratings were released. Risk-based regulation allows the municipality to identify and prioritize the critical risk areas within its wastewater treatment process and to take corrective measure to abate these. Risk analysis is

used to identify, quantify and manage the corresponding risk according to their potential impact on the water source. High/critical risk can be prioritized.

A Cumulative Risk Rating value is calculated for each of the Waste Water Treatment Plants taking into account the plants Design Capacity, Operational Flow, Compliance or non – compliance (PC Classification) and Number of noncompliance trends i.r.t quality of effluent.

Theewaterskloof Municipality ranked 11th on the overall Provincial risk profile in 2013 with a low risk of 49%.

According to the 2014 Green drop report Botrivier, Caledon, Grabouw and Villiersdorp Waste Water Treatment Plants performance regressed. Caledon, Grabouw and Villiersdorp is due to hydraulic overload of which the latter two's upgraded, Grabouw and Villiersdorp was completed. Caledon's upgrade commenced.

Genadendal, Greyton and RSE Waste Water Treatment Plants performance improved although Greyton WWTW is still above 60% and is expected to increase.

Upgrades at Grabouw, Villiersdorp Waste Water Treatment plants will decrease the Critical Risk Rating. Caledon Waste Water Treatment plant has become a high risk. The upgrade commenced and will also decrease the Critical Risk Rating for Theewaterskloof Municipality once the upgrade is completed.

See table below for each town's individual risk rating as at 2014 which was done by the Department of Water Affairs and Sanitation. This was the last audit done by the Department.

Theewaterskloof Municipality								
% CRR/CRR max	100							
	90							
	80							
	70							
	60							
	50							
	40							
	30							
	20							
	10							
	0							
	<b>Town</b>	<b>Botrivier</b>	<b>Caledon</b>	<b>Genadendal</b>	<b>Grabouw</b>	<b>Greyton</b>	<b>RSE</b>	<b>Villiersdorp</b>
	<b>Rating</b>	<b>41</b>	<b>71</b>	<b>18</b>	<b>59</b>	<b>65</b>	<b>29</b>	<b>65</b>

Overall Critical Risk Rating % for 2014 is 47.05% which is a low risk as it is less than 50%. This is lower than the 49.6% of 2013. With the completion of the upgrades it should decrease even more. This will leave only Greyton WWTW as a concern as the risk rating is increasing.

## **9. Overview of Budget Related Policies**

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The following Budget-Related Policies have been approved by Council or have been reviewed and amended in line with National Guidelines and Legislation.

### **7.1. Tariff Policy**

The municipality wishes to achieve the following by adopting this policy:

1. To comply with the provisions of Section 74 of the Local Government: Municipal Systems Act, 2000 (MSA): the municipality must adopt and implement a Tariff Policy on the levying of fees for municipal services provided by municipality
2. To comply with Section 62(1) (f) of the MFMA which states that the Accounting Officer must ensure that a municipality has and implement a Tariff Policy
3. To prescribe Procedures and Principles (as defined in Section 74 (2) of the MSA for calculating tariffs where the municipality wishes to implement service providers in terms of Section 76(b) of the Act.
4. To give guidance regarding tariff proposals and calculations to provide a framework to determine fair, transparent and affordable charges that also promote sustainable service delivery.

The policy ensures a holistic and comprehensive overview on all the revenues / charges levied.

### **7.2. Credit Control and Debt Collection Policy**

This policy has been formulated and developed in order to comply with Section 96 - 98 of the Local Government: Municipal Systems Act, 2000 which states:

In terms of Section 96 of the MSA a municipality-

- (a) must collect all money that is due and payable to it, subject to this Act and any other applicable legislation; and
- (b) for this purpose, must adopt, maintain and implement a Credit Control and Debt Collection Policy which is consistent with its rates and tariff policies and complies with the provisions of the MSA.

This policy is also aimed at guiding officials in the legislative implementation of processes necessary to ensure optimal revenue generation and collection. Increased revenue forms the basis for effective service delivery, infrastructure development, and economic growth.

In line with the objective of creating a vibrant and growing municipality, the Credit Control, and Debt Collection Policy is also aligned to the Batho-Pele Principles.

### **7.4. Cash Management and Investment Policy**

In terms Section 13 (2) of the Municipal Finance Management Act, 2003 the municipality must establish an appropriate and effective Cash Management and Investment Policy.

The objectives of the policy are to ensure optimal performance with the least possible risk, in managing and investing the cash resources of the municipality and to ensure transparency, accountability, and appropriate lines of responsibility.

### **7.5. Grant in Aid Policy**

A Grant in Aid Policy was developed and approved by council in 29 May 2018 in terms of Section 67 of the MFMA.

It deals with processes and procedure to be followed when the municipality allocates grants to other institutions in an equitable and transparent manner and in line with IDP Objectives.

Provisions and disclosure must be made for Allocations under consideration in the draft budget and other prescribed budget related documents for public comments.

Applications are made in line with Section 67 of the MFMA and the policy on a prescribed application form. The name of the institution, grant amount and description should be disclosed on the Grant Statement.

### **7.6. Asset Management Policy**

This policy has been designed to assist management and officials of the Theewaterskloof Municipality with the description and management procedures for Property, Plant and Equipment, Intangible Assets, and Investment Property.

It further aims to ensure that the assets of the municipality are properly accounted for, marked and to ensure that assets are utilized and maintained in an economic, effective, and efficient manner to ensure optimal utilization, value for money and sustainable service delivery.

### **7.7. Risk Management Policy**

Section 62 (1) of the MFMA requires that the Accounting Officer takes all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of Financial and Risk Management, of internal control and of internal audit as well as the effective, efficient, and economical use of the resources of the municipality.

The purpose of the Risk Management Policy is to enable the municipality not only to comply with legislation but also to manage risks by reducing/eliminating the likelihood and impact of risks in a pro-active, responsible and structured manner.

### **7.8. Virement Policy**

Virement is process of transferring funds from one line item to another within one vote with the approval of the relevant Senior Manager and CFO, to enable Budget Manager to transfer funds from one vote line-item with anticipated savings to another.

The aim is to improve financial controls over the processes and procedures of transferring funds and to ensure accountability and improved Budgetary Control.

### **7.9. Anti-Corruption Policy**

To ensure that the Municipality is in compliance with the Municipal Systems Act, Act No 32 of 2000 which requires the Municipality, amongst other things to develop and adopt appropriate systems and procedures that contribute to effective and efficient management of the municipality and its resources.

### **7.10. Funds and Reserves Policy**

In terms of Sections 18 and 19 of the Municipal Finance Management Act (Act No 56 of 2003) (MFMA), an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash backed accumulated funds from previous years' surpluses not committed for other purposes. and
- Borrowed funds, but only for capital projects.

Furthermore, spending on a capital project may only be commenced with if the funding sources have been considered, are available and have not been committed for other purposes.

The Council sets as objective a long term financially sustainable municipality with acceptable levels of service delivery to the community.

This policy aims to set standards and guidelines in ensuring financial viability over both the short- and long term and includes funding- as well as reserves requirements.

#### **7.11. Short Term Insurance Policy**

The MFMA was introduced with the following objective:

- *The object of this Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms and standards and other requirements for—*
  - a. ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities;*
  - b. the management of their revenues, expenditures, assets and liabilities and the handling of their financial dealings;*

The objective of this Short Term Insurance Management Policy is to ensure that the;

- municipality has transparent Insurance claim processes and procedures;
- general public are informed about the correct processes & procedures when filing a claim with the municipality;
- general public are aware of the required documentation when filing a claim with the municipality;
- managers and staff are aware of their responsibilities with regards to insurance management;
- managers and staff are informed about the correct processes & procedures when reporting;
- managers and staff are aware of the required documentation when filing a claim with the municipality;
- unions are informed about the correct processes & procedures;
- unions are aware of the required documentation;

All the above-mentioned Policies were approved by Council and are reviewed at least annually. The policies are available on the municipality's website.

#### **a) Policy on the Writing-Off of Irrecoverable Debt**

The purpose of this policy is to ensure that the principles and procedures for the writing-off of irrecoverable debt are formalised to ensure that consumers (especially households) are relieved of their spiral of debt.

## 10. Overview of Budget Assumptions

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**The Challenge** of the International, National and Local Economy is limited Resources versus unlimited needs. Theewaterskloof Municipality is no exception as the unlimited needs of the community as outlined in the IDP are far more than the limited revenue and resource capacity of the municipality. This is largely the reason for adopting Financial Viability as one of our long-term themes defined as improved sustainable revenue capacity versus sound financial resource management.

The Ministerial Advisory Committee defines **Financial Viability** as “the ability of a local authority to fulfil its constitutional and legislative responsibilities. Resources to fulfil these obligations are derived from both the Equitable Share received and distributed nationally, as well as the revenue a municipality can raise locally”.

### It is important to highlight the following assumptions:

#### **Expenditure:**

- **Salaries:**
  - Proposed salary increase based on inflation plus 1.5% (5%) plus a notch increase of 2,5% has been provided for in final budget. Salary and Wage Collective agreement comes to an end on 30 June 2021.
- **Councillors Remuneration:**
  - 6% increase is budgeted for.
  - The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998).
- **Eskom Bulk Electricity Tariff**
  - Bulk purchases will increase with 15.63% (With the final approval of NERSA)
- **Bulk Water Tariff:**
  - Overberg Water has announced a 24% increase in the bulk water price

#### **Revenue**

- **Tariffs& Revenue Projections:**
  - Tariffs must be cost-reflective as far as possible because any subsidisation places a burden on another group of consumers. National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible.

Increases are as follows:

Particulars	2019/2020
Property Rates	6%
Water	24%
Sewerage	6%
Electricity (Subject to NERSA approval)	13.07%
Refuse removal	6%

- **Households**

It is assumed that the total number of households in the municipal area (the tax base) will stay stable during the financial year.

- **Collection rate for municipal services**

It is assumed that the collection rate (percentage of service charges recovered) for the financial year will be the same as the previous payment rate. In accordance with relevant legislation and national directives, the estimated revenue recovery rates are based on realistic and sustainable trends. The Municipality's collection rate is set at 88%. Adequate provision is made for non-recovery

- **Grants**

It is assumed that the National and Provincial grants as per the Division of Revenue Bill (DORA Bill) which has been included in the budget will be received during the 2019/20 financial year.

- **Indigents**

We provided for +/- 5 000 households excl. the +/- 7711 informal households. This figure seems to be realistic as there are many occupants of RDP Houses whether the beneficiaries or not who would qualify for Indigents Subsidy. Revenue Cost = R 25,281 million.

The following problem areas are key factors to be addresses to ensure that the municipality is financial viable:

- Subsidisation of rates funded services from trading services
- No contribution to a capital replacement reserve fund
- Productivity and Cost Cutting Measures
- Ageing Infrastructure and inadequate provision for repairs and maintenance
- Out-dated fiscal model and limited grant funding for the benefit of indigent communities only
- Institutional capacity and development sustainability
- Uncontrolled Influx of Indigent People
- Narrow Revenue Base of the municipality
- Lack of Accurate Data Required for Longer Term Financial Planning
- Unfunded/Underfunded Mandates

**“Mind the Gap”** has been identified in a previous financial year. It remains relevant as it is crucial to narrow the gap between the expectations of the departments, the wider community of TWK and the financial and other resource capacity of the municipality. This includes managing and reducing high stakeholders/ community expectations and increasing capacity/ resources/ efficiency and effectiveness. First, it is important to determine/ assess the financial health and potential (where we are). Then match available resources and potential resources (including financial) against Service Delivery, Infrastructure and Capital Needs for the next years.

**Local Economic Development (LED)** is a very important focus area as we need to broaden our Revenue Capacity by developing in the area. The Successful implementation of the Local Economic Development Strategy is a very important to enhance the Financial Viability of the municipality as LED have a definite impact on job creation, development, etc.

The Primary Focus of LED is:

- Social and Economic Development and Tourism.
- Tourism promotion and destination marketing

- SMME Development and Support

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

As part of the compilation of the 2019/20 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors, such as Demographics, Socio-Economic and Financial Factors and Principles and planning strategies have informed the compilation of the 2019/20 MTREF:

- CPI
- Interest Rates
- Fuel Price
- Economic Growth
- Economic Recession/ Job Losses
- Councillor's and Officials' Remuneration
- Debt Collection Rate
- Tariff Adjustment
- Indigent Increase
- Informal Settlement Control
- Migration/ Population Increase
- Equitable Share
- Bulk Purchase Tariff Increase

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

### **Economic Growth**

This 2019/2020 budget has to be prepared at the back of what is happening in the local, national and international economy

### **South African Economy**

- The growth forecast for the South African economy has been revised down from 1.5 per cent to 0.7% in 2018.
- Growth is expected to gradually increase to over 2% in 2021.
- Fuel price increases and currency weakness may drive inflation upwards
- Inflation forecast has been revised down to 4.7% for 2018/19.
- Fuel price increases and currency weakness may drive inflation upwards
- Inflation for 2019 and 2020 is expected to remain within the Reserve Bank's target range at 5.2% and 5.4% respectively.
- A shortfall in tax revenue collection will widen the budget deficit and puts pressure on spending programmes. (increasing debt service costs)
- South Africa's main challenge remains low economic growth, with further credit rating downgrades and policy uncertainty.
- Agriculture is expected to be an important driver of South Africa's economic recovery.



## **Economic outlook and forecast**

Theewaterskloof comprised R 7.537 billion (or 40.9 per cent) of the Districts total R 18.418 billion GDP at the end of 2016. GDP growth averaged 3.6 per cent per annum over the period 2006 – 2016. Growth for the district is expected to improve to 4.6% for 2019 mainly as a result of strong growth in agriculture, forestry and fishing.

The municipality's average annual growth of 3.33 per cent in the post-recessionary period still outperforms the District average of 2.97 per cent for this period. Employment growth has nevertheless picked up significantly in the post –recessionary period (2010-2015) averaging 3.3 per cent per annum (which is now above the district's rate of 3.0 per cent over the period 2010 – 2015).

It should further be emphasized as result of the local economy being so dependent on agricultural sector, the effect of the current drought should be considered when compiling our budgets as the consequences or the continuation thereof be felt for a large part in the 2019/20 budget.

## **The Local Economy**

The local economy of Theewaterskloof is not immune to the global and national economic conditions, in-fact as a rural municipality the effect of the worsening economic conditions will have a more detrimental impact on us which may be compounded by the drought.

## **Guideline from National Treasury to Strengthen Municipalities**

Government continues to invest in improving the financial capability of municipalities. In the period ahead, National Treasury and provincial treasuries have agreed to focus their efforts on four “game changers”:

- The new Municipal Standard Chart of Accounts, which was implemented from 1 July 2017, contributing to greater transparency and consistency of municipal finances.
- Targeted supply chain management interventions to achieve cost savings and combat fraud.
- Enhanced revenue management, including appropriate tariff-setting, regular billing and effective collection systems.
- Improved asset management, including adherence to 8 per cent of the value of assets being spent on their maintenance.

If we make progress in local financial management, we will transform the lives of millions of people.

## **Tariff Adjustment**

A “zero-base” approach to improve on tariff setting, ensuring that the principles of benefit received, cost of service and cost-recovery, affordability and sustainability is taken into consideration.

A Briefing- Session was conducted and one-on-one Sessions was held with Directorates Operations, Development and Technical Services and Town Managers on 5 & 6 February 2019 and 4 & 5 February 2019.

These engagements were dedicated to tariffs and the process of rationalization of services, identification of various categories of consumers, the level of services rendered/demanded and the levying of appropriate cost-recovery tariffs.

### **Factors impacting on Tariff Increases**

The following factors were taken into consideration when calculating proposed tariff increases:

- Affordability
- Economic Recession, Job Losses
- Councillors Remuneration
- Personnel Cost
- Escalating Fuel Prices
- Economic Indicators (CPI, Interest Rates)
- Escalating Bulk Purchases Prices (Water and Electricity)
- Increasing Indigents
- Electricity Bulk Price Increases (Eskom)
- Repairs and Maintenance
- Willingness and Ability to Pay
  - ✓ The Level/Standard of Service: the higher the level and standard, the higher the tariffs.
  - ✓ Benefit Received
  - ✓ Affordability
  - ✓ Reputation: Good Governance
  - ✓ Good Service Delivery also ensures improved willingness to pay
  - ✓ Recover of Capital and Usage Costs

### **Deliverables**

- The possibilities of Rationalisation of Tariffs (number reduced)
- Tariffs and Tariff Policy simplified for easy understanding and enhanced transparency.
- Service Delivery Cost fully calculated and tariffs should reflect full cost.
- Tariff Setting ensures the Sustainability of Services.
- Tariff Policy must reflect the Financial Strategies.

### **Tariff Goals**

- Revenue Sufficiency
- Affordability of services
- Promoting local economic development
- Wasteful use of service discourage
- Rate of return on assets (in order to ensure allowance is made for the future expansion of infrastructure)

### **Equitable Share**

The Equitable Share increased from **R 87,385 m** in 2018/19 to **R 95,587 m** 2019/20.

Years	Equitable share '000	Indigent subsidy '000	Subsidy as a % of Equitable Share
2012/2013	53 343	20 492	38%
2013/2014	57 262	22 914	40%
2014/2015	62 481	27 500	44%
2015/2016	63 908	32 922	52%
2016/2017	69 861	22 896	33%
2017/2018	77 911	17 296	22%
2018/2019	87 385	26 039	30%
2019/2020	95 587	25 281	26%

It is anticipated that Free Basic Services will cost the municipality R 25,281 million in 2019/20. The budgeted amount does not include the cost of R 7,440 million for the ±7 711 informal settlements.

### **Indigents Subsidy**

The number of indigent Households is projected to increase. This anticipated increase is mainly caused by high levels of unemployment in the Theewaterskloof region, Agricultural Seasonal Employment and Influx of Indigent people seeking greener pastures. This trend will have a significant impact on the Equitable Share Grant Allocation.

### **Informal Settlement Control**

It is evident that squatter control is becoming an unavoidable issue which needs to be managed more pro-effectively. The municipality is actively pursuing ideas to establish a squatter control unit to address this issue.

### **Migration/ Population Increase**

According to the census 2001 Theewaterskloof had a population of 93,276, and the results of the 2011 census the population is 108,790 which shows an estimated increase of 14%.

The population growth is especially in the Grabouw and Villiersdorp. Farms is due to the agriculture sector being one of the major economic activities in TWK. The agriculture sector, more intensively in the Fruit production is labour-intensive and seasonal. These farm workers are only economically active for a certain period of the year and can contribute to revenue (municipal service) only during that period.

The result of the increase in the population is that there is an increase pressure on our public services such as Clinics, Law Enforcement, and our infrastructure and land availability for houses.

### **Community Consultation**

The draft 2019/20 MTREF was tabled before Council on 27 March 2019 for community consultation and was published on the municipality's website, and hard copies made available at customer care offices, municipal notice boards and various libraries.

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

Ward Committees and Town Advisory Forum, which serve as the representative forums of stakeholders and form the link between the Municipality and the community, was utilised to facilitate the community consultation process during April 2019.

## 11. Overview of Budget and Funding

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In terms of Section 18 of the Municipal Finance Management Act, an Annual Budget may only be funded from:

- Realistically anticipated revenues to be collected
- Cash backed accumulated funds from previous years surpluses not committed for other purposes
- Borrowed funds, but only for the Capital Budget (Fixed assets, Infrastructure, Property, Plant and Equipment)

The budget recognizes compliance to the following:

- Credible, consistent and responsive to the municipality's IDP
- Funded and achievable in terms of service delivery
- Institutional Needs Analyses and takes into consideration Risk Analyses, Internal, and External Factors impacting on service delivery.
- Contains Revenue and Expenditure Projections that are consistent with current and past year performances.
- The municipality has overcome all the major obstacles which had an impact on its capacity to spend its budget and render services. These include blockages in the form of staff, policies, procedures, and processes.
- Does not jeopardize the Financial Viability of the municipality.

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Municipality derives most of its operational revenue from the provision of goods and services such as water, electricity, sanitation and solid waste removal and property rates.

Revenue was based on:

- Growth in the municipality and economic development
- Revenue management and enhancement
- Achievement of 88 per cent annual collection rate for consumer revenue
- Electricity tariff increase within the National Electricity Regulator of South Africa (NERSA) approval
- Changes in consumer behaviour in response to drought and utility price increases. Determining tariff escalation rate by establishing/calculating revenue requirements
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.

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

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the municipality totalling R 235,474 million for the 2019/20 financial year and increasing to R 263,403 million for the 2020/21 financial year

Operational grants and subsidies amount to R 138,442 million, R 140 221 million and R 136,507 million for each of the respective financial years of the MTREF

Investment revenue actual performance will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.

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

#### Monetary investments by type (Table SA15)

Investment type	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>Parent municipality</b>									
Securities - National Government	-	-	-	-	-	-	-	-	-
Listed Corporate Bonds	-	-	-	-	-	-	-	-	-
Deposits - Bank	61 257	49 678	53 224	23 678	53 224	53 224	13 323	14 122	14 970
Deposits - Public Investment Commissioners	-	-	-	-	-	-	-	-	-
Deposits - Corporation for Public Deposits	-	-	-	-	-	-	-	-	-
Bankers Acceptance Certificates	-	-	-	-	-	-	-	-	-
Negotiable Certificates of Deposit - Banks	-	-	-	-	-	-	-	-	-
Guaranteed Endowment Policies (sinking)	-	-	-	-	-	-	-	-	-
Repurchase Agreements - Banks	-	-	-	-	-	-	-	-	-
Municipal Bonds	-	-	-	-	-	-	-	-	-
<b>Municipality sub-total</b>	<b>61 257</b>	<b>49 678</b>	<b>53 224</b>	<b>23 678</b>	<b>53 224</b>	<b>53 224</b>	<b>13 323</b>	<b>14 122</b>	<b>14 970</b>
<b>Entities</b>									
Securities - National Government	-	-	-	-	-	-	-	-	-
Listed Corporate Bonds	-	-	-	-	-	-	-	-	-
Deposits - Bank	-	-	-	-	-	-	-	-	-
Deposits - Public Investment Commissioners	-	-	-	-	-	-	-	-	-
Deposits - Corporation for Public Deposits	-	-	-	-	-	-	-	-	-
Bankers Acceptance Certificates	-	-	-	-	-	-	-	-	-
Negotiable Certificates of Deposit - Banks	-	-	-	-	-	-	-	-	-
Guaranteed Endowment Policies (sinking)	-	-	-	-	-	-	-	-	-
Repurchase Agreements - Banks	-	-	-	-	-	-	-	-	-
<b>Entities sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Consolidated total:</b>	<b>61 257</b>	<b>49 678</b>	<b>53 224</b>	<b>23 678</b>	<b>53 224</b>	<b>53 224</b>	<b>13 323</b>	<b>14 122</b>	<b>14 970</b>

The following table is a detailed analysis of the municipality's borrowing liability.

Detail of borrowings (Table SA17)

Borrowing - Categorised by type	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Parent municipality</b>									
Annuity and Bullet Loans	95 389	87 200	79 746	111 283	84 355	84 355	107 596	108 105	109 605
Long-Term Loans (non-annuity)	-	-	-	-	-	-	-	-	-
Local registered stock	-	-	-	-	-	-	-	-	-
Instalment Credit	-	-	-	-	-	-	-	-	-
Financial Leases	-	-	-	-	-	-	-	-	-
PPP liabilities	-	-	-	-	-	-	-	-	-
Finance Granted By Cap Equipment Supplier	-	-	-	-	-	-	-	-	-
Marketable Bonds	-	-	-	-	-	-	-	-	-
Non-Marketable Bonds	-	-	-	-	-	-	-	-	-
Bankers Acceptances	-	-	-	-	-	-	-	-	-
Financial derivatives	-	-	-	-	-	-	-	-	-
Other Securities	-	-	-	-	-	-	-	-	-
<b>Municipality sub-total</b>	<b>95 389</b>	<b>87 200</b>	<b>79 746</b>	<b>111 283</b>	<b>84 355</b>	<b>84 355</b>	<b>107 596</b>	<b>108 105</b>	<b>109 605</b>
<b>Entities</b>									
Annuity and Bullet Loans	-	-	-	-	-	-	-	-	-
Long-Term Loans (non-annuity)	-	-	-	-	-	-	-	-	-
Local registered stock	-	-	-	-	-	-	-	-	-
Instalment Credit	-	-	-	-	-	-	-	-	-
Financial Leases	-	-	-	-	-	-	-	-	-
PPP liabilities	-	-	-	-	-	-	-	-	-
Finance Granted By Cap Equipment Supplier	-	-	-	-	-	-	-	-	-
Marketable Bonds	-	-	-	-	-	-	-	-	-
Non-Marketable Bonds	-	-	-	-	-	-	-	-	-
Bankers Acceptances	-	-	-	-	-	-	-	-	-
Financial derivatives	-	-	-	-	-	-	-	-	-
Other Securities	-	-	-	-	-	-	-	-	-
<b>Entities sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Borrowing</b>	<b>95 389</b>	<b>87 200</b>	<b>79 746</b>	<b>111 283</b>	<b>84 355</b>	<b>84 355</b>	<b>107 596</b>	<b>108 105</b>	<b>109 605</b>
<b>Unspent Borrowing - Categorised by type</b>									
<b>Parent municipality</b>									
Long-Term Loans (annuity/reducing balance)	-	-	-	-	-	-	-	-	-
Long-Term Loans (non-annuity)	-	-	-	-	-	-	-	-	-
Local registered stock	-	-	-	-	-	-	-	-	-
Instalment Credit	-	-	-	-	-	-	-	-	-
Financial Leases	-	-	-	-	-	-	-	-	-
PPP liabilities	-	-	-	-	-	-	-	-	-
Finance Granted By Cap Equipment Supplier	-	-	-	-	-	-	-	-	-
Marketable Bonds	-	-	-	-	-	-	-	-	-
Non-Marketable Bonds	-	-	-	-	-	-	-	-	-
Bankers Acceptances	-	-	-	-	-	-	-	-	-
Financial derivatives	-	-	-	-	-	-	-	-	-
Other Securities	-	-	-	-	-	-	-	-	-
<b>Municipality sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Unspent Borrowing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 1.3 Cash flow Management

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

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

## Budget cash flow statement (Table A7)

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Property rates	73 631	79 640	93 425	87 112	83 481	83 481	83 481	96 492	102 282	108 419
Service charges	152 294	160 673	157 560	194 850	184 492	184 492	184 492	207 217	218 674	231 794
Other revenue	14 447	26 852	18 444	19 665	20 494	20 494	20 494	19 955	21 152	22 421
Government - operating	121 691	98 976	100 521	146 043	141 189	141 189	141 189	138 442	140 221	136 507
Government - capital	33 353	38 416	50 145	47 348	39 813	39 813	39 813	70 206	42 902	71 667
Interest	15 044	17 191	17 583	13 086	19 435	19 435	19 435	15 831	16 781	17 788
Dividends	-	-	-	-	-	-	-	-	-	-
<b>Payments</b>										
Suppliers and employees	(337 220)	(332 146)	(330 389)	(441 358)	(416 933)	(416 933)	(416 933)	(463 856)	(478 575)	(493 657)
Finance charges	(11 206)	(10 336)	(9 576)	(12 783)	(12 783)	(12 783)	(12 783)	(10 440)	(11 641)	(12 340)
Transfers and Grants	(1 214)	(2 285)	(2 378)	(232)	(347)	(347)	(347)	(186)	(186)	(186)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>60 819</b>	<b>76 981</b>	<b>95 335</b>	<b>53 731</b>	<b>58 842</b>	<b>58 842</b>	<b>58 842</b>	<b>73 661</b>	<b>51 610</b>	<b>82 414</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds on disposal of PPE	-	1 908	295	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	1	15	15	15	-	-	-
Decrease (increase) other non-current receivable	-	-	-	-	-	-	-	12	-	-
Decrease (increase) in non-current investments	(894)	(919)	(924)	-	-	-	-	(754)	(799)	(847)
<b>Payments</b>										
Capital assets	(64 675)	(63 010)	(86 942)	(78 756)	(73 261)	(73 261)	(73 261)	(130 593)	(63 798)	(99 096)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(65 569)</b>	<b>(62 021)</b>	<b>(87 571)</b>	<b>(78 754)</b>	<b>(73 247)</b>	<b>(73 247)</b>	<b>(73 247)</b>	<b>(131 335)</b>	<b>(64 598)</b>	<b>(99 944)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Short term loans	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	10 420	14 145	14 145	14 145	31 863	9 396	10 473
Increase (decrease) in consumer deposits	404	407	3	290	282	282	282	299	317	336
<b>Payments</b>										
Repayment of borrowing	(7 675)	(7 486)	(8 189)	(8 463)	(9 235)	(9 235)	(9 235)	(8 872)	(9 686)	(8 973)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(7 270)</b>	<b>(7 079)</b>	<b>(8 187)</b>	<b>2 247</b>	<b>5 192</b>	<b>5 192</b>	<b>5 192</b>	<b>23 290</b>	<b>27</b>	<b>1 836</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(12 020)</b>	<b>7 881</b>	<b>(423)</b>	<b>(22 776)</b>	<b>(9 212)</b>	<b>(9 212)</b>	<b>(9 212)</b>	<b>(34 384)</b>	<b>(12 961)</b>	<b>(15 694)</b>
Cash/cash equivalents at the year begin:	68 463	56 442	64 323	41 611	63 901	63 901	63 901	54 688	20 305	7 344
Cash/cash equivalents at the year end:	56 442	64 323	63 901	18 835	54 688	54 688	54 688	20 305	7 344	(8 350)

### 1.4 Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall (applications > cash and investments) is indicative of non-compliance with section 18 of the MFMA requirement that the municipality's budget must be 'funded'. Non-compliance with section 18 is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded (budgeted spending is greater than funds available or to be collected). It is also important to analyse trends to understand the consequences, e.g. the budget year might indicate a small surplus situation, which in itself is an appropriate outcome, but if in prior years there were much larger surpluses then this negative trend may be a concern that requires closer examination.

Cash backed reserves/accumulated surplus reconciliation (Table A8)



Description R thousand	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Cash and investments available</b>										
Cash/cash equivalents at the year end	56 442	64 323	63 901	18 835	54 688	54 688	54 688	20 305	7 344	(8 350)
Other current investments > 90 days	(0)	0	(0)	-	-	-	-	-	-	-
Non current assets - Investments	10 726	11 645	12 569	11 645	12 569	12 569	12 569	13 323	14 122	14 970
<b>Cash and investments available:</b>	<b>67 169</b>	<b>75 969</b>	<b>76 469</b>	<b>30 480</b>	<b>67 257</b>	<b>67 257</b>	<b>67 257</b>	<b>33 628</b>	<b>21 466</b>	<b>6 620</b>
<b>Application of cash and investments</b>										
Unspent conditional transfers	5 621	9 128	17 097	977	3 973	3 973	3 973	3 973	3 973	3 973
Unspent borrowing	-	-	-	-	-	-	-	-	-	-
Statutory requirements										
Other working capital requirements	10 268	3 857	(3 242)	(9 386)	7 175	7 175	7 175	(13 291)	(28 154)	(48 037)
Other provisions										
Long term investments committed	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	8 599	13 386	12 425	13 386	12 425	12 425	12 425	5 283	5 283	5 283
<b>Total Application of cash and investments:</b>	<b>24 489</b>	<b>26 370</b>	<b>26 280</b>	<b>4 977</b>	<b>23 573</b>	<b>23 573</b>	<b>23 573</b>	<b>(4 035)</b>	<b>(18 898)</b>	<b>(38 781)</b>
<b>Surplus(shortfall)</b>	<b>42 680</b>	<b>49 598</b>	<b>50 189</b>	<b>25 503</b>	<b>43 684</b>	<b>43 684</b>	<b>43 684</b>	<b>37 663</b>	<b>40 364</b>	<b>45 401</b>

From the above table it can be seen that the cash and investments available total R 33,628 million in the 2019/20 financial year and decrease to R 6,620 million by 2021/22, including the projected cash and cash equivalents as determined in the cash flow forecast. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) are automatically assumed to be an obligation as the municipality has received government transfers in advance of meeting the conditions. Ordinarily, unless there are special circumstances, the municipality is obligated to return unspent conditional grant funds to the national revenue fund at the end of the financial year. In the past these have been allowed to 'roll-over' and be spent in the ordinary course of business, but this practice has been discontinued.
- There is no unspent borrowing from the previous financial years. Unspent borrowing is ring-fenced and reconciled on a monthly basis to ensure no unnecessary liabilities are incurred.
- Provisions for statutory requirements include VAT owing to timing differences resulting from year- end obligations.
- The main purpose of other working capital is to ensure that sufficient funds are available to meet obligations as they fall due. A key challenge is often the mismatch between the timing of receipts of funds from debtors and payments due to employees and creditors. It needs to be noted that, the desired cash levels should be 60 days to ensure continued liquidity of the municipality. Any underperformance in relation to collections could place upward pressure on the ability of the municipality to meet its creditor obligations.
- Other provision liability is informed by, amongst others, the supplementary pension liability.
- Long term investments consist primarily of the sinking funds for the repayment of future borrowings. The sinking fund value is held within long term investments and must be 'held to maturity' and is not available for spending.
- Most reserve fund cash-backing is discretionary in nature, but the reserve funds are not available to support a budget unless they are cash-backed. The reserve funds are not fully cash-backed. The level of cash-backing is directly informed by the municipality's cash backing policy. These include the rehabilitation of landfill sites and quarries.

The challenge for the Municipality will be to ensure that the underlying planning and cash flow assumptions are meticulously managed, especially the performance against the collection rate.

## 1.5 Funding compliance measurement

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

Funding compliance measurement (Table SA10)

Description	MFMA section	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	56 442	64 323	63 901	18 835	54 688	54 688	54 688	20 305	7 344	(8 350)
Cash + investments at the yr end less applications - R'000	18(1)b	2	42 680	49 598	50 189	25 503	43 684	43 684	43 684	37 663	40 364	45 401
Cash year end/monthly employee/supplier payments	18(1)b	3	2,0	2,1	1,9	0,5	1,4	1,4	1,4	0,5	0,2	(0,2)
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	44 377	43 412	69 265	28 840	23 814	23 814	23 814	47 255	26 185	61 421
Service charge rev % change - macro CPI target exclusive	18(1)a,(2)	5	N.A.	5,0%	1,9%	2,3%	(6,8%)	(6,0%)	(6,0%)	0,9%	(0,3%)	0,0%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	76,3%	78,5%	71,2%	79,3%	71,4%	71,4%	71,4%	79,6%	79,6%	79,6%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	19,4%	21,6%	27,3%	17,8%	24,8%	24,8%	24,8%	16,7%	15,8%	14,9%
Capital payments % of capital expenditure	18(1)c:19	8	100,0%	100,0%	99,7%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Borrowing receipts % of capital expenditure (ex cl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	33,2%	46,3%	46,3%	46,3%	52,8%	45,0%	38,2%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								102,1%	100,0%	100,0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	(3,5%)	39,8%	18,4%	14,3%	0,0%	0,0%	18,5%	19,9%	20,4%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	(32,3%)	322,0%	(99,0%)	(100,0%)	0,0%	0,0%	0,0%	0,0%	0,0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	3,6%	3,9%	2,7%	12,1%	13,1%	13,1%	13,4%	11,8%	12,0%	11,8%
Asset renewal % of capital budget	20(1)(vi)	14	36,0%	37,7%	0,0%	2,5%	3,6%	3,6%	0,0%	7,3%	4,5%	1,9%

### 1.5.1.1 Cash/cash equivalent position

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

If the municipality's forecast cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet MFMA requirements or be sustainable and could indicate a risk of non-compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year. The forecasted cash and cash equivalents for the 2019/20 MTREF shows R 20,305 million, R 7,344 million and – R 8,350 million for each respective financial year.

### 1.5.1.2 Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table A8, on page 19. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

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

The purpose of this measure is to understand the level of financial risk should the municipality be under stress from a collection and cash in-flow perspective. Regardless of the annual cash

position an evaluation should be made of the ability of the municipality to meet monthly payments as and when they fall due. It is especially important to consider the position should the municipality be faced with an unexpected disaster that threatens revenue collection such as rate boycotts. The ratio for the period 2019/20 is 0.5 to 2020/21 is -0.2. Currently it is estimated that the municipality will have 0.5 months cash available (2019/20), although the municipality's aim is to improve this ratio to at least two months. This measure will have to be carefully monitored going forward.

#### *1.5.1.4 Surplus/deficit excluding depreciation offsets*

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An 'adjusted' surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that rates and service charges are insufficient to ensure that the community is making a sufficient contribution toward the economic benefits they are consuming over the medium term. For the 2019/20 MTREF the indicative outcome is a surplus excluding depreciation off sets of R 47,255 million, R 26,185 million and R 61,421 million.

It needs to be noted that a surplus does not necessarily mean that the budget is funded from a cash flow perspective and the first two measures in the table are therefore critical.

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

The purpose of this measure is to understand whether the municipality is contributing appropriately to the achievement of national inflation targets. This measure is based on the increase in 'revenue', which will include both the change in the tariff as well as any assumption about real growth such as new property development, services consumption growth etc.

The factor is calculated by deducting the maximum macro-economic inflation target increase (which is currently 3 - 6 per cent). The result is intended to be an approximation of the real increase in revenue. From the table above the percentage for the 2019/20 MTREF is 0.9%, - 0.3% and 0% for the outer years. The outcome is lower than it should be due to the slowdown in the economy and a reduction in consumption patterns. This trend will have to be carefully monitored and managed with the implementation of the budget.

#### *1.5.1.6 Cash receipts as a percentage of ratepayer and other revenue*

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 79.6 per cent each of the respective financial years. Given that the assumed collection rate for rates and service charges was based on an 88 per cent performance target, the cash flow statement has been conservatively determined.

#### *1.5.1.7 Debt impairment expense as a percentage of billable revenue*

This factor measures whether the provision for debt impairment is being adequately funded and is based on the underlying assumption that the provision for debt impairment (doubtful and bad

debts) has to be increased to offset under-collection of billed revenues. The provision has been appropriated at 16.7%, 15.8% and 14.9% over the MTREF.

#### *1.5.1.8 Capital payments percentage of capital expenditure*

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position.

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

The purpose of this measurement is to determine the proportion of a municipality's 'own-funded' capital expenditure budget that is being funded from borrowed funds to confirm MFMA compliance. Externally funded expenditure (by transfers/grants and contributions) has been excluded. It can be seen that borrowing equates to 52.8 per cent of own funded capital.

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

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

#### *1.5.1.11 Consumer debtors change (Current and Non-current)*

The purpose of these measures is to ascertain whether budgeted reductions in outstanding debtors are realistic. There are 2 measures shown for this factor; the change in current debtors and the change in long term receivables, both from the Budgeted Financial Position. The ratio reflected in 2019/20 financial year for current consumer debtors is 18.5% and long term receivables percentage change are 0%.

#### *1.5.1.12 Repairs and maintenance expenditure level*

This measure must be considered important within the context of the funding measures criteria because a trend that indicates insufficient funds are being committed to asset repair could also indicate that the overall budget is not credible and/or sustainable in the medium to long term because the revenue budget is not being protected. Details of the municipality's strategy pertaining to asset management and repairs and maintenance are contained in Table SA34C on page 90. As previously illustrated the municipality has a relatively low expenditure percentage on Repairs and Maintenance.

#### *1.5.1.13 Asset renewal/rehabilitation expenditure level*

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget (since MFMA Circular 28 which was issued in December 2005) is to categorise each capital project as a new asset or a renewal/rehabilitation project. The objective is to summarise and understand the proportion of budgets being provided for new assets and also asset sustainability. A declining or low level of renewal funding may indicate that a budget is not credible and/or sustainable and future revenue is not being protected, similar to the justification for 'repairs and maintenance' budgets. Further details in this regard are contained in Table SA34b on page 87.

## 12. Expenditure on allocations and grant programmes

Expenditure on allocations and grant programmes (Table SA19)

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>EXPENDITURE:</b>									
<b>Operating expenditure of Transfers and Grants</b>									
<b>National Government:</b>	72 710	77 078	86 290	99 009	98 936	98 936	103 454	110 013	118 836
Local Government Equitable Share	63 908	69 861	77 911	87 385	87 385	87 385	95 274	103 492	112 039
Expanded Public Works Programme [Schedule 5B]	1 148	1 049	1 623	1 451	1 451	1 451	1 857	–	–
Local Government Financial Management Grant	1 124	1 625	1 700	1 700	1 700	1 700	1 700	1 700	1 700
Municipal Infrastructure Grant [Schedule 5B]	3 809	3 745	4 097	3 908	3 908	3 908	3 969	4 169	4 445
Integrated National Electrification Programme [Schedule 5B]	–	798	936	4 565	4 492	4 492	654	652	652
Municipal Systems Improvement Grant [Schedule 5B]	925	–	–	–	–	–	–	–	–
Public Works	–	–	23	–	–	–	–	–	–
MUNICIPAL DISASTER RECOVERY	946	–	–	–	–	–	–	–	–
VAT ON CAPITAL GRANTS	849	–	–	–	–	–	–	–	–
<b>Provincial Government:</b>	53 946	16 943	10 204	47 034	49 832	49 832	34 988	30 208	17 671
Capacity Building	–	120	403	360	360	360	380	–	–
Community Development Workers	158	122	84	130	38	38	130	130	130
Human Settlement Development	45 355	7 881	1 360	37 155	37 787	37 787	24 650	19 500	6 500
Financial Support Grant	824	527	330	330	1 680	1 680	330	–	–
Library Service	6 740	7 950	7 499	8 942	8 942	8 942	9 384	10 342	10 911
Maintenance of Main Roads	82	117	85	117	117	117	114	130	130
LG Graduate Internship Grant	–	–	–	–	–	–	–	–	–
Thusong Centre	286	225	442	–	98	98	–	106	–
Municipal Capacity Building	–	–	–	–	810	810	–	–	–
VIOLENCE PREVENTION	500	–	–	–	–	–	–	–	–
Public Works	–	–	–	–	–	–	–	–	–
<b>Other grant providers:</b>	1 390	524	495	–	2 620	2 620	–	–	–
National Skills Fund (SETA)	326	278	261	–	200	200	–	–	–
HAN	1 014	–	–	–	–	–	–	–	–
DBSA LEDI	–	94	234	–	2 350	2 350	–	–	–
Economic Development	–	–	–	–	70	70	–	–	–
IDC	50	–	–	–	–	–	–	–	–
SANRAL	–	153	–	–	–	–	–	–	–
<b>Total operating expenditure of Transfers and Grants</b>	128 047	94 544	96 989	146 043	151 388	151 388	138 442	140 221	136 507
<b>Capital expenditure of Transfers and Grants</b>									
<b>National Government:</b>	27 885	25 612	32 676	22 489	23 325	23 325	26 826	27 902	29 487
Municipal Infrastructure Grant [Schedule 5B]	21 812	19 910	22 947	22 054	22 054	22 054	22 461	23 554	25 139
Integrated National Electrification Programme (INEP)	4 169	5 702	6 689	435	877	877	4 365	4 348	4 348
Emergency Disaster Relief Grant	–	–	–	–	248	248	–	–	–
MUNICIPAL SYSTEMS IMPROVEMENT GRANT	5	–	–	–	–	–	–	–	–
Municipal Disaster Recovery Grant	–	–	–	–	–	–	–	–	–
Public Works	–	–	154	–	146	146	–	–	–
REGIONAL BULK INFRASTRUCTURE	1 898	–	–	–	–	–	–	–	–
Municipal Drought Relief e (MDR)	–	–	2 886	–	–	–	–	–	–
<b>Provincial Government:</b>	5 468	11 793	17 469	24 859	19 413	19 413	39 069	15 000	42 180
Library Service	–	399	–	358	358	358	150	–	–
Human Settlements	5 468	11 395	15 321	24 100	18 085	18 085	38 699	15 000	42 180
Sport and Recreation	–	–	–	401	401	401	220	–	–
Thusong Centre	–	–	17	–	–	–	–	–	–
Emergency Disaster Relief Grant	–	–	–	–	569	569	–	–	–
Water Supply Grant	–	–	2 131	–	–	–	–	–	–
<b>District Municipality:</b>	–	–	–	–	–	–	–	–	–
N/A	–	–	–	–	–	–	–	–	–
<b>Other grant providers:</b>	–	1 450	–	–	–	–	4 311	–	–
SANRAL	–	–	–	–	–	–	4 311	–	–
DBSA	–	1 450	–	–	–	–	–	–	–
<b>Total capital expenditure of Transfers and Grants</b>	33 353	38 855	50 145	47 348	42 738	42 738	70 206	42 902	71 667
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>	161 399	133 400	147 134	193 391	194 127	194 127	208 648	183 123	208 174

Salaries, allowances & benefits (political office bearers, councillors/senior managers)  
(Table SA23)

Disclosure of Salaries, Allowances & Benefits 1.	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Rand per annum							
<b>Councillors</b>							
Speaker		668 830	-	107 064			775 894
Chief Whip		-	-	-			-
Executive Mayor		755 039	-	203 064			958 103
Deputy Executive Mayor		680 830	-	95 064			775 894
Executive Committee		3 228 283	20 113	403 320			3 651 716
Total for all other councillors		4 914 703	212 865	1 326 216			6 453 784
<b>Total Councillors</b>	-	10 247 685	232 978	2 134 728			12 615 391
<b>Senior Managers of the Municipality</b>							
Municipal Manager (MM)		1 321 900	20 381	92 124	109 019		1 543 424
Chief Finance Officer		826 938	203 868	129 924	95 539		1 256 269
Directorate: Corporate Services		691 583	156 799	128 856	85 018		1 062 256
Directorate: Technical Services		760 741	147 117	128 856	85 018		1 121 732
Directorate: Operations		1 085 755	35 304	14 732	110 602		1 246 393
Directorate: Development		-	-	-	-		-
List of each official with packages >= senior manager							
<b>Total Senior Managers of the Municipality</b>	-	4 686 917	563 469	494 492	485 196		6 230 074
<b>A Heading for Each Entity</b>							
List each member of board by designation							
<b>Total for municipal entities</b>	-	-	-	-	-		-
<b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b>	-	14 934 602	796 447	2 629 220	485 196		18 845 465

# Summary councillor and staff benefits (Table SA22)

Summary of Employee and Councillor remuneration  R thousand	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>									
Basic Salaries and Wages	7 615	8 661	9 327	10 211	10 211	10 211	10 248	10 863	11 514
Pension and UIF Contributions	-	-	85	90	90	90	213	226	239
Medical Aid Contributions	-	-	25	19	19	19	20	21	23
Motor Vehicle Allowance	812	695	919	966	966	966	864	916	971
Cellphone Allowance	513	631	1 182	892	892	892	1 271	1 347	1 428
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	-	-	-	-	-	-	-	-	-
<b>Sub Total - Councillors</b>	<b>8 939</b>	<b>9 987</b>	<b>11 539</b>	<b>12 179</b>	<b>12 179</b>	<b>12 179</b>	<b>12 615</b>	<b>13 372</b>	<b>14 175</b>
<b>% increase</b>		<b>11,7%</b>	<b>15,5%</b>	<b>5,5%</b>	<b>-</b>	<b>-</b>	<b>3,6%</b>	<b>6,0%</b>	<b>6,0%</b>
<b>Senior Managers of the Municipality</b>									
Basic Salaries and Wages	6 247	5 938	2 122	4 725	4 725	4 725	4 687	5 229	5 542
Pension and UIF Contributions	1 116	106	376	332	332	332	340	541	573
Medical Aid Contributions	-	-	47	242	242	242	194	206	218
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	670	-	252	450	450	450	485	514	545
Motor Vehicle Allowance	596	319	108	473	473	473	427	510	541
Cellphone Allowance	-	-	-	86	86	86	67	85	90
Housing Allowances	-	-	-	23	23	23	-	-	-
Other benefits and allowances	-	-	15	97	97	97	31	55	59
Payments in lieu of leave	-	-	-	-	-	-	-	-	-
Long service awards	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Municipality</b>	<b>8 629</b>	<b>6 363</b>	<b>2 921</b>	<b>6 428</b>	<b>6 428</b>	<b>6 428</b>	<b>6 230</b>	<b>7 140</b>	<b>7 569</b>
<b>% increase</b>		<b>(26,3%)</b>	<b>(54,1%)</b>	<b>120,1%</b>	<b>(0,0%)</b>	<b>-</b>	<b>(3,1%)</b>	<b>14,6%</b>	<b>6,0%</b>
<b>Other Municipal Staff</b>									
Basic Salaries and Wages	98 052	105 958	122 678	133 177	132 348	132 348	148 338	156 293	165 631
Pension and UIF Contributions	15 862	18 389	20 334	22 818	22 662	22 662	25 471	27 117	28 744
Medical Aid Contributions	4 699	5 274	6 196	6 664	6 918	6 918	7 349	7 790	8 257
Overtime	4 494	5 505	6 726	6 333	6 519	6 519	7 233	7 667	8 127
Performance Bonus	-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	5 445	6 891	9 075	7 822	8 011	8 011	8 909	9 444	10 011
Cellphone Allowance	-	-	-	571	586	586	690	731	775
Housing Allowances	1 534	1 474	1 278	1 259	1 362	1 362	1 857	1 988	2 107
Other benefits and allowances	6 016	6 159	6 514	5 210	5 499	5 499	7 072	7 505	7 955
Payments in lieu of leave	2 003	2 023	1 864	2 000	2 000	2 000	2 000	2 120	2 247
Long service awards	605	669	663	714	723	723	939	995	1 055
Post-retirement benefit obligations	2 946	2 700	2 796	9 000	9 000	9 000	9 000	9 540	10 112
<b>Sub Total - Other Municipal Staff</b>	<b>141 655</b>	<b>155 042</b>	<b>178 123</b>	<b>195 569</b>	<b>195 628</b>	<b>195 628</b>	<b>218 857</b>	<b>231 190</b>	<b>245 021</b>
<b>% increase</b>		<b>9,5%</b>	<b>14,9%</b>	<b>9,8%</b>	<b>0,0%</b>	<b>-</b>	<b>11,9%</b>	<b>5,6%</b>	<b>6,0%</b>
<b>Total Parent Municipality</b>	<b>159 223</b>	<b>171 392</b>	<b>192 583</b>	<b>214 177</b>	<b>214 236</b>	<b>214 236</b>	<b>237 702</b>	<b>251 703</b>	<b>266 765</b>
		<b>7,6%</b>	<b>12,4%</b>	<b>11,2%</b>	<b>0,0%</b>	<b>-</b>	<b>11,0%</b>	<b>5,9%</b>	<b>6,0%</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>	<b>159 223</b>	<b>171 392</b>	<b>192 583</b>	<b>214 177</b>	<b>214 236</b>	<b>214 236</b>	<b>237 702</b>	<b>251 703</b>	<b>266 765</b>
<b>% increase</b>		<b>7,6%</b>	<b>12,4%</b>	<b>11,2%</b>	<b>0,0%</b>	<b>-</b>	<b>11,0%</b>	<b>5,9%</b>	<b>6,0%</b>
<b>TOTAL MANAGERS AND STAFF</b>	<b>150 283</b>	<b>161 405</b>	<b>181 044</b>	<b>201 998</b>	<b>202 057</b>	<b>202 057</b>	<b>225 087</b>	<b>238 331</b>	<b>252 590</b>

Summary of personnel numbers (Table SA24)

Summary of Personnel Numbers Number	2017/18			Current Year 2018/19			Budget Year 2019/20		
	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>									
Councillors (Political Office Bearers plus Other Councillors)	27	-	-	27	-	-	27		
Board Members of municipal entities	-	-	-	-	-	-			
<b>Municipal employees</b>									
Municipal Manager and Senior Managers	6	-	2	4	-	2	4		3
Other Managers	29	29	-	29	29	-	33	29	1
Professionals	181	180	-	197	197	-	188	183	2
Finance	6	6	-	6	6	-	6	6	
Spatial/town planning	12	12	-	12	12	-	13	11	2
Information Technology	4	4	-	4	4	-	4	3	
Roads	33	33	-	33	33	-	33	32	
Electricity	21	20	-	21	21	-	21	20	
Water	45	45	-	55	55	-	45	45	
Sanitation	16	16	-	19	19	-	19	19	
Refuse	11	11	-	11	11	-	11	11	
Other	33	33	-	36	36	-	36	36	
Technicians	128	128	15	133	130	13	136	130	21
Finance	67	67	4	72	72	3	75	72	6
Spatial/town planning									
Information Technology									
Roads	16	16	2	16	16	2	16	16	
Electricity									
Water									
Sanitation									
Refuse									
Other	45	45	9	45	42	8	45	42	15
Clerks (Clerical and administrative)	51	51	-	51	51	3	51	51	3
Service and sales workers	68	64	2	68	65	2	72	66	5
Skilled agricultural and fishery workers	-	-	-	-	-	-			
Craft and related trades	-	-	-	-	-	-			
Plant and Machine Operators	36	26	-	38	38	-	38	38	
Elementary Occupations	126	126	-	136	136	-	136	132	121
<b>TOTAL PERSONNEL NUMBERS</b>	<b>652</b>	<b>604</b>	<b>19</b>	<b>683</b>	<b>646</b>	<b>20</b>	<b>685</b>	<b>629</b>	<b>156</b>
<b>% increase</b>				4,8%	7,0%	5,3%	0,3%	(2,6%)	680,0%
<b>Total municipal employees headcount</b>									
Finance personnel headcount	67	67	4	72	72	3	83	75	6
Human Resources personnel headcount	6	6	2	6	6	2	7	7	1



### **13. Annual Budgets and Service delivery and Budget Implementation plans- Internal Departments**

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The Functional performance of the municipality provides comprehensive information on the implementation of the SDBIP and the relevant Functional Area reporting schedule:

- a. A detailed departmental SDBIP will be available on the website of TWK Municipality.

The functional breakdown per Directorate is as follows:

#### **Corporate Service:**

##### **Legal Advisory**

- Both the Director and deputy Director Corporate Services are the Legal Officers for the organisation and provide legal support to all Directorates

##### **Administration**

- Give administrative support to the Council and its political structures
- Corporate support for other Directorates and Town offices
- Provision of secretariat services to all directorates
- The management of the municipality's incoming and outgoing mail including the distribution and dispatch of correspondence to and from the public
- The management of access to records
- The management of Security and Cleaning Services

##### **Human Resources**

- Ensuring a skilled workforce through training and selection
- Ensuring sound HR administration
- Ensuring an informed labour force by practicing sound labour relations
- Ensuring a sound organisational structure

##### **Information Technology**

- The Information Technology department serves as support function for the whole of the organization:
- Maintaining the IT and communication Infrastructure
- Facilitate the integration of information systems
- Establishing and maintaining proper backup procedures and systems
- Ensuring information security

#### **Development Services:**

##### **Integrated Development Planning**

This department provides a unique support service to all departments, community and council. It is responsible for the coordination and management of the IDP process, Organisational Performance Management, Annual Reporting, Service Delivery and Budget Implementation Plan, and Social Development

##### **Local Economic Development (LED) and Tourism**

- Create an enabling environment for economic development
- Increase economic opportunities for people

- Promote intergovernmental collaboration
- Build local Capacity
- Encourage PPP in Local economic Development
- Monitor and evaluate LED strategy.
- Capacitate SMME's

#### **Housing and Integrated Human Settlement**

- The function of this department is to facilitate, manage and maintain low cost housing development within the Theewaterskloof Municipality

#### **Property Management**

- The Property Management section has to ensure that Municipal owned immovable assets are managed efficiently, effectively and economically and are dealt with in a manner which will ensure the maximum benefit to the municipality and the community

### **Financial Services:**

#### **Expenditure and Supply Chain Management**

- Salaries: Implementation of approved payroll, paying of salaries, allowances and accounting for payroll implementation
- Creditors: Payment and recording of creditors' payments and reconciliations
- Supply Chain Management: Responsible for the Administration and Management of Procurement of goods and services (i.e. Acquisition Management in particular)
- Bank Reconciliation
- Administration and Management of Investments
- Administration and Management of Loans
- Maintain Professionalism, Honesty, Integrity and Internal Controls

#### **Revenue Management**

- Facilitation and application for Municipal Services
- Debtors Billing Administration and Management
- Meter Reading
- Administration of Clearance Certificates
- Rendering of Monthly Consumer / Rates Debtors Accounts
- Debtors Customer Care and Query Administration
- Receipting and bank revenue management
- Credit Control, Debt Collection and Indigents Management
- Maintain Professionalism, Honesty, Integrity and Internal Controls

#### **Budget Office**

- Budget
- In-year Reporting
- Annual Financial Statements,
- Budgetary Management and Control
- Asset Management
- Insurance Management
- Costing Services (commenced in September 2009)
- Financial Viability
- Co-ordinate Financial Policy Formulation

- Financial Management Workshops under leadership of CFO
- Maintain Professionalism, Honesty, Integrity and Internal Controls

### **Technical Service:**

#### **Water Distribution and Treatment**

- (Supply potable water in accordance with (SABS 241) to the residents within its jurisdiction. In terms of Schedule 4B of the Constitution: “Water and Sanitation Services limited to potable water supply systems”)

#### **Roads**

- The Theewaterskloof Municipality is responsible for the roads and storm water reticulation within the towns of the WC031 established municipal area. The Roads and Storm water Division functions as a division on its own headed by the Assistant manager of each town. This unit has 85 trained technical, artisans and other operational staff

#### **Electricity Distribution**

The electricity purchase and distribution functions of the municipality are administered as follows and include:

- The effective and efficient distribution and reticulation of energy in the following towns (Caledon, Villiersdorp, Greyton and Riviersonderend. Grabouw, Genadendal, Tesselaarsdal, Botrivier and Middleton reside within Eskom jurisdiction)
- Distribute electricity subject to the license conditions set by NERSA

#### **Electricity/Street lighting**

- Provide adequate street lighting for urban areas
- Maintain/Repair of faulty street lights
- Upgrade of existing services as well as new developments
- These services extend to include Theewaterskloof (Caledon, Greyton, Riviersonderend and Villiersdorp, but do not take account rural areas such as Tesselaarsdal, Botrivier, Grabouw, Genadendal which resides within the jurisdiction of provincial Government

#### **Waste Water Management (Sewerage)**

- TheewaterskloofMunicipality provides sewerage collection systems, comprising water borne sewer networks, bucket removal system and vacuum tanker service where necessary, and treats the collected effluent at 7 sewage treatment plants. Further services include the provision and maintenance of communal toilets in informal areas

#### **Solid Waste Management**

- Theewaterskloof municipality is responsible for the day to day operations in every town and for the removal and collection of the waste, cleaning of road reserves and most public open places. There are three Transfer-stations in the Municipal jurisdiction, one in Grabouw, Villiersdorp and the other in Botriver. Caledon has a licensed waste site but Genadendal, Greyton and Riviersonderend is not permitted yet.

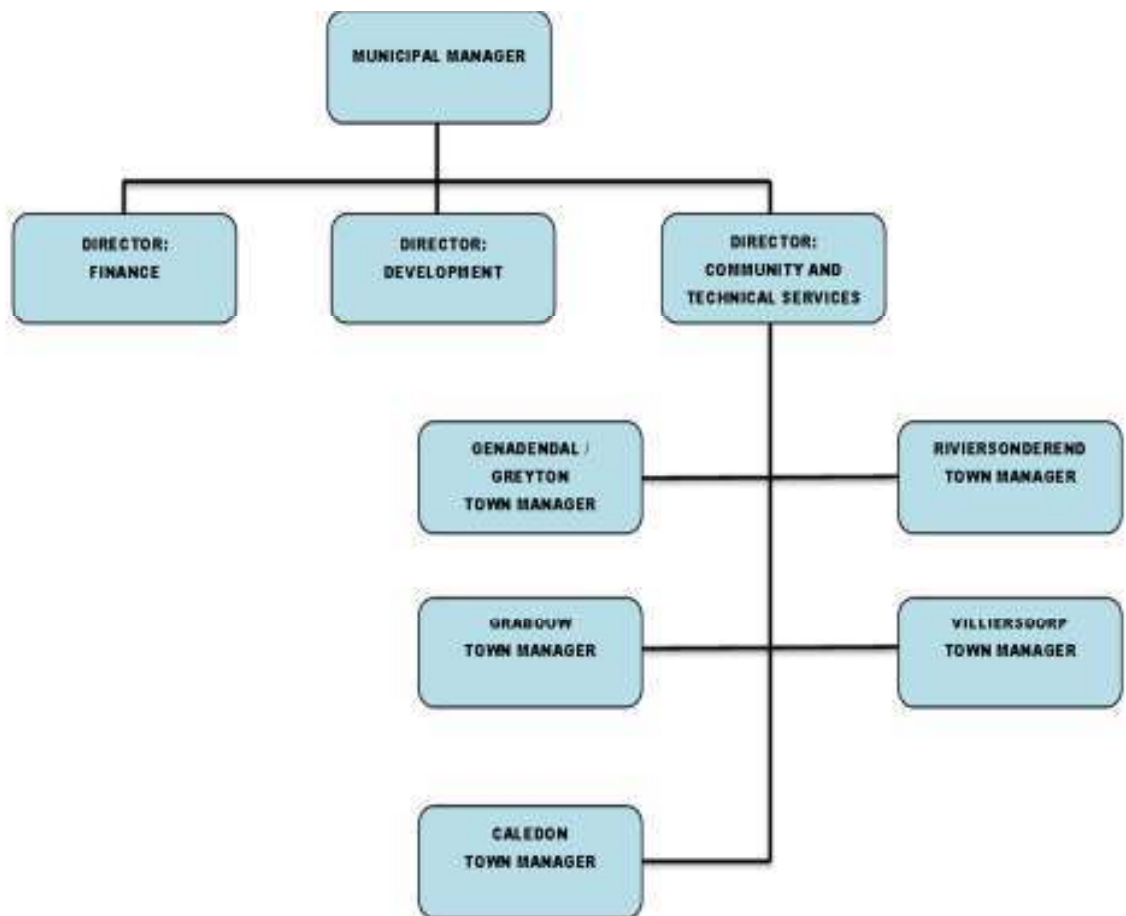
#### **FleetManagement**

- To manage and maintain all fleet of the municipality.
- To provide sufficient municipal services to all residence within the municipal boundary.

### **OPERATIONS**

- Responsible for the day-to-day to service delivery within all Theewaterskloof Towns.

## Senior Management Capability and Structure



## 14. Capital expenditure details

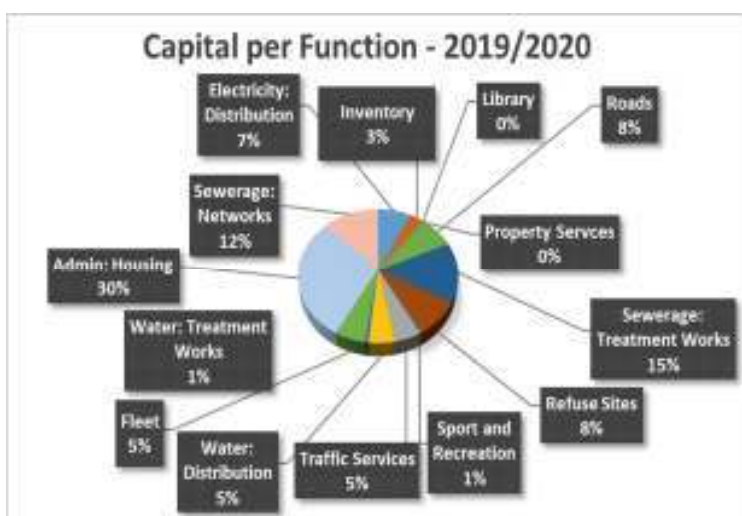
In terms of the municipality's Supply Chain Management Policy, no contracts are awarded beyond the medium-term revenue and expenditure framework (three years). In ensuring adherence to this contractual time frame limitation, all reports submitted to either the Bid Evaluation and Adjudication Committees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

### Capital Budget

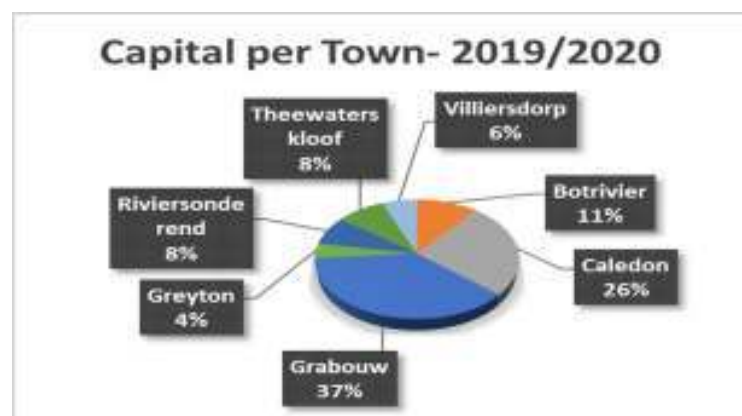
The capital budget per function, town and per funding source is illustrated below:

The Capital Budget amounts to R 130,593 million in 2019/20, R 63,798 million in 2020/21 and R 99,096 million in 2021/22.

CAPITAL PER FUNCTION	
CAPITAL PER FUNCTION	2019/2020
Electricity: Distribution	9 498 174
Inventory	4 087 651
Library	150 000
Property Services	200 000
Roads	9 855 087
Sewerage: Treatment Works	19 207 475
Refuse Sites	11 055 840
Sport and Recreation	820 000
Traffic Services	6 542 427
Water: Distribution	6 115 978
Water: Treatment Works	1 060 156
Fleet	7 200 000
Admin: Housing	38 699 000
Sewerage: Networks	16 101 319
	<b>130 593 106</b>



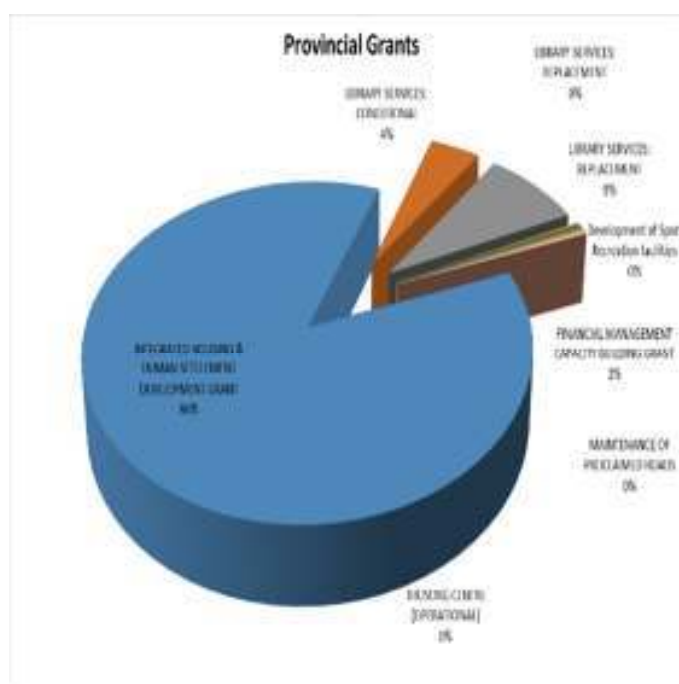
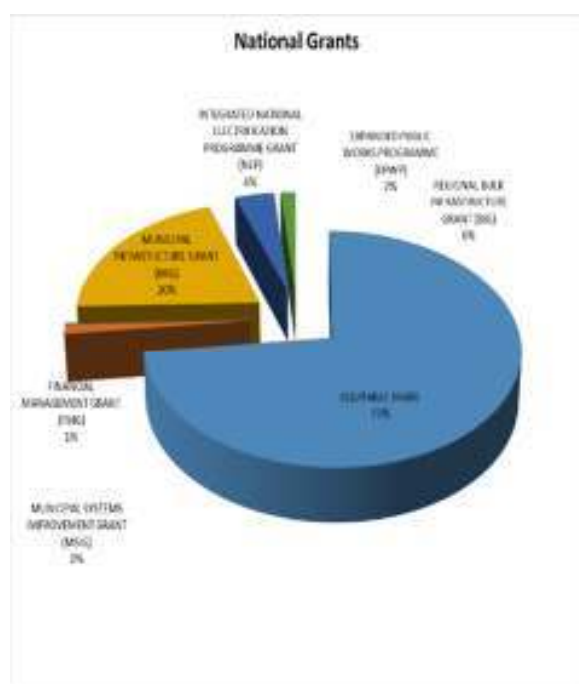
CAPITAL PER TOWN	
CAPITAL PER TOWN	2019/2020
Botrivier	13 684 449
Caledon	32 577 135
Grabouw	47 681 121
Greyton	4 983 818
Riviersonderend	9 774 976
Theewaterskloof	10 852 174
Villiersdorp	7 794 783
Greyton/Genadendal	611 500
Whole of Municipality	1 778 000
Administration	855 151
	<b>130 593 106</b>



CAPITAL FUNDING SOURCES	
CAPITAL FUNDING SOURCES	2019/2020
MIG	22 461 000
NEP	4 365 000
Own Funds (VAT Portion)	4 023 000
Loans	31 862 652
Roll-Over Loans	5 797 888
SANRAL	4 310 998
Capital Out of Revenue	11 561 141
Roll Over Capital Out of Revenue	6 542 427
Housing Grant	38 699 000
Development of Sport Recreation facilities	220 000
CRR	600 000
Library	150 000
	<b>130 593 106</b>

The table below reflects the 2019 Division of Revenue Act Grant Allocations

GRANT		2019/2020			2020/2021	2021/2022
		BUDGET	EXCL VAT	VAT	BUDGET	Budget
		R'000			R'000	R'000
EQUITABLE SHARE		95 587 000	95 587 000	-	103 391 000	112 039 000
EQUITABLE SHARE FORMULA	OPEX	95 587 000	95 587 000	-	103 391 000	112 039 000
SPECIAL SUPPORT FOR COUNCILLOR REMUNERATION	OPEX	-	-	-	-	-
FINANCIAL MANAGEMENT GRANT (FMG)	OPEX	1 700 000	1 479 000	221 000	1 700 000	1 700 000
MUNICIPAL SYSTEMS IMPROVEMENT GRANT (MSG)	OPEX	-	-	-	-	-
MUNICIPAL INFRASTRUCTURE GRANT (MIG)	CAPEX	26 430 000	23 061 000	3 369 000	27 723 000	29 584 000
OPERATING CAPITAL	OPEX	600 000	600 000	-	636 000	674 160
	CAPEX	25 830 000	22 461 000	3 369 000	27 087 000	28 909 840
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT (NEP)	CAPEX	5 019 000	4 365 000	654 000	5 000 000	5 000 000
EXPANDED PUBLIC WORKS PROGRAMME (EPWP)	OPEX	1 857 000	1 857 000	-	-	-
REGIONAL BULK INFRASTRUCTURE GRANT (BIG)	CAPEX	-	-	-	-	-
<b>TOTAL NATIONAL GRANTS</b>		<b>130 593 000</b>	<b>126 349 000</b>	<b>4 244 000</b>	<b>137 814 000</b>	<b>148 323 000</b>
<b>PROVINCIAL ALLOCATIONS</b>						
INTEGRATED HOUSING & HUMAN SETTLEMENT DEVELOPMENT GRANT		63 349 000	63 349 000	-	34 500 000	48 680 000
INTEGRATED HOUSING: OPERATIONAL	OPEX	24 650 000	24 650 000	-	19 500 000	6 500 000
INTEGRATED HOUSING: CAPITAL	CAPEX	38 699 000	38 699 000	-	15 000 000	42 180 000
LIBRARY SERVICES		9 534 000	9 534 000	-	10 342 000	10 911 000
LIBRARY SERVICES: CONDITIONAL	OPEX	3 215 000	3 215 000	-	3 669 000	3 871 000
LIBRARY SERVICES: REPLACEMENT	OPEX	6 169 000	6 169 000	-	6 673 000	7 040 000
LIBRARY SERVICES: REPLACEMENT	CAPEX	150 000	150 000	-	-	-
MAINTENANCE OF PROCLAIMED ROADS	OPEX	114 000	114 000	-	130 000	130 000
Development of Sport Recreation facilities	CAPEX	220 000	220 000	-	-	-
THUSONG CENTRE (OPERATIONAL)	OPEX	-	-	-	106 000	-
FINANCIAL MANAGEMENT CAPACITY BUILDING GRANT	OPEX	380 000	380 000	-	-	-
FINANCIAL SUPPORT MANAGEMENT GRANT	OPEX	330 000	330 000	-	-	-
<b>TOTAL PROVINCIAL GRANTS</b>		<b>73 927 000</b>	<b>73 927 000</b>	<b>-</b>	<b>45 078 000</b>	<b>59 721 000</b>
<b>OTHER GRANT PROVIDERS</b>						
HAN	OPEX	1 000 000	1 000 000	-	-	-
COMMUNITY DEVELOPMENT WORKER OPERATIONAL SUPPORT GRANT (CDW)	OPEX	130 000	130 000	-	130 000	130 000
SETA	OPEX	-	-	-	-	-
<b>TOTAL OTHER GRANT PROVIDERS</b>		<b>1 130 000</b>	<b>1 130 000</b>	<b>-</b>	<b>130 000</b>	<b>130 000</b>
<b>GRAND TOTAL</b>		<b>205 650 000</b>	<b>201 406 000</b>	<b>4 244 000</b>	<b>183 022 000</b>	<b>208 174 000</b>
<b>NOTE: Allocations for Conditional Grants are only made for one year and the amounts published for the outer years in the schedules of the Division of Revenue Act (DORA) are published for indicative purposes only and are not guaranteed.</b>						
	OPEX	135 732 000	135 511 000	221 000	135 935 000	132 084 160
	CAPEX	69 918 000	65 895 000	4 023 000	47 087 000	76 089 840
	<b>TOTAL</b>	<b>205 650 000</b>	<b>201 406 000</b>	<b>4 244 000</b>	<b>183 022 000</b>	<b>208 174 000</b>



## 15. Capital expenditure details

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

Capital expenditure on new assets by asset class (Table SA34a)

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	<b>30 557</b>	<b>33 454</b>	<b>47 604</b>	<b>42 581</b>	<b>34 386</b>	<b>34 386</b>	<b>69 430</b>	<b>25 797</b>	<b>61 404</b>
Roads Infrastructure	772	2 099	13 011	7 002	4 170	4 170	11 391	3 750	10 545
Roads	772	696	13 011	7 002	4 170	4 170	11 391	3 750	10 545
Road Structures	-	-	-	-	-	-	-	-	-
Road Furniture	-	1 404	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	7 069	11 598	-	6 025	3 052	3 052	8 820	3 750	10 545
Drainage Collection	-	-	-	-	-	-	-	-	-
Storm water Conveyance	7 069	11 598	-	6 025	3 052	3 052	8 820	3 750	10 545
Attenuation	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	10 386	6 534	1 154	-	196	196	5 671	5 696	6 261
Power Plants	-	-	-	-	-	-	-	-	-
HV Substations	-	-	-	-	-	-	-	-	-
HV Switching Station	-	-	-	-	-	-	-	-	-
HV Transmission Conductors	-	-	-	-	-	-	-	-	-
MV Substations	-	-	-	-	-	-	-	-	-
MV Switching Stations	-	-	-	-	-	-	-	-	-
MV Networks	-	-	-	-	-	-	-	-	-
LV Networks	10 386	6 534	1 154	-	196	196	5 671	5 696	6 261
Capital Spares	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	3 816	12 192	25 817	9 861	8 524	8 524	9 460	4 185	12 545
Dams and Weirs	-	-	-	-	-	-	-	-	-
Boreholes	-	-	-	-	870	870	-	-	-
Reservoirs	-	-	-	-	-	-	-	-	-
Pump Stations	-	-	-	-	-	-	-	-	-
Water Treatment Works	-	-	-	-	-	-	-	435	2 000
Bulk Mains	-	-	-	3 836	4 393	4 393	640	-	-
Distribution	3 816	12 192	25 817	6 025	3 261	3 261	8 820	3 750	10 545
Distribution Points	-	-	-	-	-	-	-	-	-
PRV Stations	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	8 514	-	6 331	8 959	6 399	6 399	23 380	3 750	17 600
Pump Station	-	-	-	-	-	-	-	-	-
Reticulation	8 514	-	6 331	8 959	6 399	6 399	10 875	3 750	10 545
Waste Water Treatment Works	-	-	-	-	-	-	-	-	-
Outfall Sewers	-	-	-	-	-	-	12 505	-	7 055
Toilet Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	1 030	1 291	10 734	12 046	12 046	10 708	4 667	3 908
Landfill Sites	-	1 030	1 291	-	-	-	-	-	-
Waste Transfer Stations	-	-	-	6 824	6 824	6 824	7 151	-	-
Waste Processing Facilities	-	-	-	-	-	-	-	-	-
Waste Drop-off Points	-	-	-	3 910	5 222	5 222	3 557	4 667	3 908
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	-	-	-	-	-	-	-	-	-

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>									
<b>Community Assets</b>	1 112	1 850	126	-	750	750	4 731	-	-
Community Facilities	-	1 850	-	-	750	750	4 511	-	-
Halls	-	-	-	-	750	750	-	-	-
Centres	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Parks	-	504	-	-	-	-	-	-	-
Public Open Space	-	1 346	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	200	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	4 311	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	1 112	-	126	-	-	-	220	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	1 112	-	126	-	-	-	220	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-



Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>									
<b>Other assets</b>	310	-	-	6 300	100	100	6 542	-	-
Operational Buildings	310	-	-	6 300	100	100	6 542	-	-
Municipal Offices	310	-	-	6 300	100	100	6 542	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	-	-	-	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>	-	-	-	-	938	938	1 346	-	-
Computer Equipment	-	-	-	-	938	938	1 346	-	-
<b>Furniture and Office Equipment</b>	4 775	2 734	347	408	1 659	1 659	974	-	-
Furniture and Office Equipment	4 775	2 734	347	408	1 659	1 659	974	-	-
<b>Machinery and Equipment</b>	-	-	734	3 546	2 491	2 491	712	-	-
Machinery and Equipment	-	-	734	3 546	2 491	2 491	712	-	-
<b>Transport Assets</b>	4 610	1 243	-	503	403	403	-	-	-
Transport Assets	4 610	1 243	-	503	403	403	-	-	-
<b>Land</b>	-	-	-	-	4 200	4 200	2 000	-	-
Land	-	-	-	-	4 200	4 200	2 000	-	-
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure on new assets</b>	<b>41 364</b>	<b>39 281</b>	<b>48 810</b>	<b>53 338</b>	<b>44 927</b>	<b>44 927</b>	<b>85 735</b>	<b>25 797</b>	<b>61 404</b>

# Capital expenditure on renewal of existing assets by asset class (Table SA34b)

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	<b>21 223</b>	<b>23 729</b>	<b>-</b>	<b>-</b>	<b>570</b>	<b>570</b>	<b>8 958</b>	<b>2 896</b>	<b>1 900</b>
Roads Infrastructure	2 746	-	-	-	-	-	-	-	-
Roads	2 746	-	-	-	-	-	-	-	-
Road Structures	-	-	-	-	-	-	-	-	-
Road Furniture	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
Drainage Collection	-	-	-	-	-	-	-	-	-
Storm water Conveyance	-	-	-	-	-	-	-	-	-
Attenuation	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	2 370	3 433	-	-	570	570	3 827	1 500	1 900
Power Plants	-	-	-	-	-	-	-	-	-
HV Substations	-	-	-	-	-	-	-	-	-
HV Switching Station	-	-	-	-	-	-	-	-	-
HV Transmission Conductors	-	-	-	-	-	-	-	-	-
MV Substations	-	-	-	-	-	-	-	-	-
MV Switching Stations	-	-	-	-	-	-	-	-	-
MV Networks	-	-	-	-	570	570	-	-	-
LV Networks	2 370	3 433	-	-	-	-	3 827	1 500	1 900
Capital Spares	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	2 765	18 297	-	-	-	-	5 131	1 396	-
Dams and Weirs	-	-	-	-	-	-	-	-	-
Boreholes	-	-	-	-	-	-	-	-	-
Reservoirs	-	-	-	-	-	-	-	-	-
Pump Stations	-	-	-	-	-	-	-	-	-
Water Treatment Works	-	-	-	-	-	-	-	-	-
Bulk Mains	-	-	-	-	-	-	-	-	-
Distribution	2 765	18 297	-	-	-	-	5 131	1 396	-
Distribution Points	-	-	-	-	-	-	-	-	-
PRV Stations	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	10 343	129	-	-	-	-	-	-	-
Pump Station	-	-	-	-	-	-	-	-	-
Reticulation	10 343	129	-	-	-	-	-	-	-
Waste Water Treatment Works	-	-	-	-	-	-	-	-	-
Outfall Sewers	-	-	-	-	-	-	-	-	-
Toilet Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	3 000	1 870	-	-	-	-	-	-	-
Landfill Sites	3 000	1 870	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>									
<b>Community Assets</b>	2 087	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Halls	-	-	-	-	-	-	-	-	-
Centres	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-
Public Open Space	-	-	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	2 087	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	2 087	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>									
<b>Other assets</b>	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Municipal Offices	-	-	-	-	-	-	-	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	-	-	-	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>	-	-	-	-	-	-	308	-	-
Computer Equipment	-	-	-	-	-	-	308	-	-
<b>Furniture and Office Equipment</b>	-	-	-	-	8	8	65	-	-
Furniture and Office Equipment	-	-	-	-	8	8	65	-	-
<b>Machinery and Equipment</b>	-	-	-	-	30	30	225	-	-
Machinery and Equipment	-	-	-	-	30	30	225	-	-
<b>Transport Assets</b>	-	-	-	2 000	2 000	2 000	-	-	-
Transport Assets	-	-	-	2 000	2 000	2 000	-	-	-
<b>Land</b>	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure on renewal of existing</b>	<b>23 310</b>	<b>23 729</b>	<b>-</b>	<b>2 000</b>	<b>2 608</b>	<b>2 608</b>	<b>9 556</b>	<b>2 896</b>	<b>1 900</b>
<b>Renewal of Existing Assets as % of total capex</b>	0,0%	37,7%	0,0%	2,5%	3,6%	3,6%	7,3%	4,5%	1,9%
<b>Renewal of Existing Assets as % of deprecn"</b>	94,4%	82,3%	0,0%	6,4%	8,3%	8,3%	32,9%	10,0%	6,5%

# Repairs and maintenance expenditure by asset class (Table SA34c)

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	<b>10 772</b>	<b>10 885</b>	<b>9 305</b>	<b>68 799</b>	<b>69 991</b>	<b>69 991</b>	<b>72 725</b>	<b>77 202</b>	<b>81 834</b>
Roads Infrastructure	5 122	5 617	3 282	22 348	22 517	22 517	23 293	24 721	26 205
Roads	5 122	5 617	3 260	22 264	22 423	22 423	23 204	24 628	26 105
Road Structures	-	-	-	-	-	-	-	-	-
Road Furniture	-	-	22	84	94	94	88	94	99
Capital Spares	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	97	103	109
Drainage Collection	-	-	-	-	-	-	-	-	-
Storm water Conveyance	-	-	-	-	-	-	97	103	109
Attenuation	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	1 360	1 057	1 727	8 908	10 467	10 467	12 066	12 790	13 557
Power Plants	-	-	-	-	-	-	-	-	-
HV Substations	-	-	-	-	-	-	-	-	-
HV Switching Station	-	-	-	-	-	-	-	-	-
HV Transmission Conductors	-	-	-	-	-	-	-	-	-
MV Substations	-	-	-	-	-	-	-	-	-
MV Switching Stations	-	-	-	-	-	-	-	-	-
MV Networks	-	-	-	-	-	-	-	-	-
LV Networks	1 360	1 057	1 727	8 908	10 467	10 467	12 066	12 790	13 557
Capital Spares	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	1 956	2 058	1 759	17 491	16 918	16 918	15 582	16 517	17 508
Dams and Weirs	-	-	-	-	-	-	-	-	-
Boreholes	-	-	-	-	-	-	-	-	-
Reservoirs	-	-	-	-	-	-	-	-	-
Pump Stations	-	-	-	-	-	-	-	-	-
Water Treatment Works	-	-	356	1 200	1 007	1 007	1 457	1 545	1 637
Bulk Mains	-	-	-	-	-	-	-	-	-
Distribution	1 956	2 058	1 403	16 292	15 911	15 911	14 125	14 972	15 870
Distribution Points	-	-	-	-	-	-	-	-	-
PRV Stations	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	2 226	2 089	1 244	17 806	17 612	17 612	19 274	20 512	21 743
Pump Station	-	-	-	-	-	-	-	-	-
Reticulation	-	-	454	12 158	11 751	11 751	12 154	12 933	13 709
Waste Water Treatment Works	2 226	2 089	790	5 648	5 861	5 861	7 120	7 579	8 033
Outfall Sewers	-	-	-	-	-	-	-	-	-
Toilet Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	108	64	1 293	2 246	2 477	2 477	2 414	2 559	2 712
Landfill Sites	108	64	1 293	2 246	2 477	2 477	2 414	2 559	2 712
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	-	-	-	-	-	-	-	-	-

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
<b>Community Assets</b>	1 050	913	1 165	12 869	11 595	11 595	12 435	13 181	13 972
Community Facilities	1 050	913	738	11 722	10 605	10 605	11 384	12 067	12 791
Halls	-	-	261	714	616	616	718	761	806
Centres	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	1 700	847	847	255	270	287
Cemeteries/Crematoria	-	-	224	546	473	473	564	598	634
Police	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-
Public Open Space	1 050	913	191	7 434	7 386	7 386	7 938	8 414	8 919
Nature Reserves	-	-	61	1 328	1 283	1 283	1 910	2 024	2 146
Public Ablution Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	428	1 147	989	989	1 051	1 114	1 181
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	428	1 147	989	989	1 051	1 114	1 181
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
<b>Other assets</b>	7 423	10 154	4 858	10 464	11 588	11 588	11 379	12 062	12 785
Operational Buildings	7 423	10 154	4 858	10 464	9 982	9 982	10 545	11 177	11 848
Municipal Offices	7 369	9 990	4 682	9 608	9 426	9 426	10 049	10 652	11 292
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	53	164	176	857	556	556	495	525	556
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	1 606	1 606	834	884	937
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	1 606	1 606	834	884	937
Capital Spares	-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	4 242	4 702	4 702	3 974	4 212	4 465
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	4 242	4 702	4 702	3 974	4 212	4 465
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	4 242	4 702	4 702	3 974	4 212	4 465
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
<b>Furniture and Office Equipment</b>	64	44	158	296	370	370	302	320	339
Furniture and Office Equipment	64	44	158	296	370	370	302	320	339
<b>Machinery and Equipment</b>	-	-	839	1 332	1 472	1 472	1 462	1 550	1 643
Machinery and Equipment	-	-	839	1 332	1 472	1 472	1 462	1 550	1 643
<b>Transport Assets</b>	4 528	5 374	4 322	6 497	7 130	7 130	6 600	6 996	7 416
Transport Assets	4 528	5 374	4 322	6 497	7 130	7 130	6 600	6 996	7 416
<b>Land</b>	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<b>Total Repairs and Maintenance Expenditure</b>	<b>23 837</b>	<b>27 370</b>	<b>20 647</b>	<b>104 499</b>	<b>106 848</b>	<b>106 848</b>	<b>108 877</b>	<b>115 523</b>	<b>122 454</b>
<b>R&amp;M as a % of PPE</b>	3,6%	3,9%	2,7%	12,1%	13,1%	13,1%	13,4%	12,5%	12,7%
<b>R&amp;M as % Operating Expenditure</b>	5,4%	6,2%	4,4%	19,0%	18,4%	18,4%	18,7%	20,1%	20,6%

Capital expenditure details (Table SA36)

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 1 - Budget and treasury office	Furniture and Office Equipment (New )	Administration	–	21	–	–	–
Vote 1 - Budget and treasury office	Furniture and Office Equipment (New )	Administration	–	6	–	–	–
Vote 1 - Budget and treasury office	Finance Equipment	Caledon	19	–	–	–	–
Vote 2 - Community and social service	Furniture and Equipment (New )	Grabouw	–	25	–	–	–
Vote 2 - Community and social service	Furniture and Equipment (New )	Villiersdorp	–	51	–	–	–
Vote 2 - Community and social service	Inventaris Items (Biblioteke)	Whole of Municipality	–	40	–	–	–
Vote 2 - Community and social service	Furniture and Equipment (New )	Caledon	–	27	–	–	–
Vote 2 - Community and social service	Furniture and Equipment (New )	Riv iersonderend	–	200	–	–	–
Vote 2 - Community and social service	Furniture and Equipment (New )	Grey ton/Genandendal	–	15	–	–	–
Vote 2 - Community and social service	Cemetery	Caledon	421	–	–	–	–
Vote 3 - Corporate services	Computer Equipment (New )	Whole of Municipality	–	638	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (New )	Whole of Municipality	–	84	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (Upgrading)	Whole of Municipality	–	80	–	–	–
Vote 3 - Corporate services	Computer Equipment (New )	Caledon	–	300	–	–	–
Vote 3 - Corporate services	Computer Equipment (Upgrading)	Caledon	–	150	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (Upgrading)	Caledon	–	160	–	–	–
Vote 3 - Corporate services	Purchase of Fleet	Whole of Municipality	–	2 000	–	–	–
Vote 3 - Corporate services	Purchase of Fleet	Whole of Municipality	–	403	–	–	–
Vote 3 - Corporate services	Vehicle Tracking System	Whole of Municipality	–	672	–	–	–
Vote 3 - Corporate services	Machinery and Equipment (New ) Machinery and	Administration	–	11	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (Renew al)	Administration	–	8	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (New )	Administration	–	2	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (New )	Administration	–	35	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment_Upgrading (Copiers)	Grabouw	–	35	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment_Upgrading (Copiers)	Villiersdorp	–	35	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (New )	Administration	–	66	–	–	–



R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 3 - Corporate services	Furniture and Office Equipment_Upgrading (Copiers)	Administration	–	35	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (New)	Caledon	–	225	–	–	–
Vote 3 - Corporate services	Furniture and Office Equipment (New)	Villiersdorp	–	2	–	–	–
Vote 3 - Corporate services	Furniture and Equipment (New)	Villiersdorp	–	1	–	–	–
Vote 3 - Corporate services	Fotostaatmasjien Kleur 55 bladsy e per minuut;	Administration	100	–	–	–	–
Vote 3 - Corporate services	Fotostaatmasjien 28 bladsy e per minuut; dokume	Administration	40	–	–	–	–
Vote 3 - Corporate services	Water Dispenser Machines	Administration	7	–	–	–	–
Vote 3 - Corporate services	Vacuum Cleaner	Whole of Municipality	1	–	–	–	–
Vote 3 - Corporate services	Purchase of Fleet	Whole of Municipality	2 476	–	–	–	–
Vote 3 - Corporate services	Purchase of Digger Loader	Whole of Municipality	1 026	–	–	–	–
Vote 3 - Corporate services	Isuzu Truck	Administration	870	–	–	–	–
Vote 3 - Corporate services	Digital Voice Recorder	Administration	3	–	–	–	–
Vote 3 - Corporate services	Profesional Laminator	Whole of Municipality	3	–	–	–	–
Vote 3 - Corporate services	2 x Parrot Flipchart easel	Caledon	1	–	–	–	–
Vote 3 - Corporate services	1 x Pattot Screen Projector Pulldown	Caledon	1	–	–	–	–
Vote 3 - Corporate services	2 x 4 Draw Filing Cabinet (Melamine Wedge)	Administration	5	–	–	–	–
Vote 3 - Corporate services	New Systems Required	Administration	96	–	–	–	–
Vote 3 - Corporate services	New Laptops	Administration	4	–	–	–	–
Vote 3 - Corporate services	Replacements/Upgrades Required	Administration	304	–	–	–	–
Vote 3 - Corporate services	Server Upgrades Required	Administration	19	–	–	–	–
Vote 3 - Corporate services	Laser/Multifunctional Printers	Administration	9	–	–	–	–
Vote 3 - Corporate services	ICT Equipment Tools	Administration	6	–	–	–	–
Vote 3 - Corporate services	Corporate Governance of ICT	Whole of Municipality	73	–	–	–	–
Vote 4 - Electricity	Machinery and Equipment (New)	Whole of Municipality	–	10	–	–	–
Vote 4 - Electricity	Upgrading 11kV network replace miniature substatio	Caledon	–	570	–	–	–
Vote 4 - Electricity	Machinery and Equipment (New)	Caledon	–	19	–	–	–

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 4 - Electricity	Furniture and Office Equipment (New)	Villiersdorp	–	3	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Villiersdorp	–	435	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Villiersdorp	–	443	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Villiersdorp	–	264	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Villiersdorp	–	86	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Villiersdorp	–	65	–	–	–
Vote 4 - Electricity	Replace and upgrade MV Networks	Villiersdorp	–	550	–	–	–
Vote 4 - Electricity	Replace and upgrade MV Networks	Riviersonderend	–	2 300	–	–	–
Vote 4 - Electricity	Install security fencing Switching stations Caledon and	Whole of Municipality	–	165	–	–	–
Vote 4 - Electricity	Grabouw highmast lighting	Grabouw	–	50	–	–	–
Vote 4 - Electricity	Grabouw highmast lighting	Grabouw	–	146	–	–	–
Vote 4 - Electricity	Replace and upgrade MV networks and miniature subs	Caledon	917	–	–	–	–
Vote 4 - Electricity	Upgrading Cemetry switching station	Villiersdorp	2 725	–	–	–	–
Vote 4 - Electricity	Replace switching station Viljoen Engineering	Villiersdorp	483	–	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Villiersdorp	2 632	–	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Villiersdorp	4 057	–	–	–	–
Vote 4 - Electricity	Upgrading of Bulk Electrical Infrastructure	Riviersonderend	368	–	–	–	–

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 4 - Electricity	Replace overhead line Da La Vigne PHASE2.	Grey ton/Genadendal	574	–	–	–	–
Vote 4 - Electricity	Complete ring supply to Van Schalkwyk PHASE1	Grabouw	1 271	–	–	–	–
Vote 4 - Electricity	Grabouw highmast lighting	Grabouw	1 154	–	–	–	–
Vote 6 - Executive and council	Inventaris Items	Whole of Municipality	–	313	–	–	–
Vote 6 - Executive and council	Machinery and Equipment (New)	Caledon	–	255	–	–	–
Vote 6 - Executive and council	Machinery and Equipment (New)	Grey ton/Genadendal	–	354	–	–	–
Vote 6 - Executive and council	Machinery and Equipment (New)	Grabouw	–	244	–	–	–
Vote 6 - Executive and council	Furniture and Office Equipment (New)	Riviersonderend	–	39	–	–	–
Vote 6 - Executive and council	Furniture and Equipment (New)	Riviersonderend	–	3	–	–	–
Vote 6 - Executive and council	Furniture and Equipment (New)	Whole of Municipality	–	25	–	–	–
Vote 6 - Executive and council	Furniture and Office Equipment (New)	Grabouw	–	29	–	–	–
Vote 6 - Executive and council	Machinery and Equipment (Renewal)	Grabouw	–	30	–	–	–
Vote 6 - Executive and council	Furniture and Office Equipment (New)	Villiersdorp	–	146	–	–	–
Vote 6 - Executive and council	Furniture and Equipment (New)	Villiersdorp	–	8	–	–	–
Vote 6 - Executive and council	Machinery and Equipment (New)	Villiersdorp	–	76	–	–	–
Vote 6 - Executive and council	Furniture and Equipment (New)	Grey ton/Genadendal	–	7	–	–	–
Vote 6 - Executive and council	Machinery and Equipment (New)	Botrivier	–	5	–	–	–
Vote 6 - Executive and council	Office Equipment (Assets)	Whole of Municipality	–	50	–	–	–
Vote 6 - Executive and council	Machinery & Equipment	Whole of Municipality	–	150	–	–	–
Vote 6 - Executive and council	VERVANGING VAN GEREEDSKAP	Caledon	192	–	–	–	–
Vote 6 - Executive and council	Angle Grinder (3) Big One	Caledon	6	–	–	–	–
Vote 6 - Executive and council	Angle Grinder (2) Small	Caledon	9	–	–	–	–
Vote 6 - Executive and council	Drills	Caledon	6	–	–	–	–
Vote 6 - Executive and council	Jack Hammer	Caledon	14	–	–	–	–
Vote 6 - Executive and council	Concrete mixers (2)	Caledon	39	–	–	–	–
Vote 6 - Executive and council	Bomag roller	Caledon	138	–	–	–	–
Vote 6 - Executive and council	Sluitkaste (Lockers) 20	Caledon	19	–	–	–	–
Vote 6 - Executive and council	4x Vacuum Masjien	Caledon	10	–	–	–	–
Vote 6 - Executive and council	PRESSURE TESTER	Grabouw	69	–	–	–	–
Vote 6 - Executive and council	Walk Behind Roller	Grabouw	138	–	–	–	–
Vote 6 - Executive and council	2x Hilty Boor	Grabouw	9	–	–	–	–
Vote 6 - Executive and council	2x Grinders(groot)	Grabouw	4	–	–	–	–
Vote 6 - Executive and council	Bar Fridge	Grabouw	2	–	–	–	–
Vote 6 - Executive and council	High Pressure Cleaning machine	Grabouw	18	–	–	–	–
Vote 6 - Executive and council	Canteen units	Grabouw	4	–	–	–	–
Vote 6 - Executive and council	Bar Fridge	Grabouw	2	–	–	–	–

R thousand	Function	Project Description	Ward Location	2019/20 Medium Term Revenue & Expenditure Framework				
				Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:								
List all capital projects grouped by Function								
Vote 6 - Executive and council	Lesenaar	Grabouw	2	—	—	—	—	—
Vote 6 - Executive and council	Microwave	Grabouw	1	—	—	—	—	—
Vote 6 - Executive and council	Ph Meter	Grabouw	16	—	—	—	—	—
Vote 6 - Executive and council	Beker toets masjien	Grabouw	14	—	—	—	—	—
Vote 6 - Executive and council	2x Microwave	Grabouw	1	—	—	—	—	—
Vote 6 - Executive and council	2x Vacuum Masjien	Grabouw	3	—	—	—	—	—
Vote 6 - Executive and council	2x Kantoor stoele (Pineview Bib)	Villiersdorp	1	—	—	—	—	—
Vote 6 - Executive and council	Fotostaatmasjien 28 bladsye per minuut; dokume	Villiersdorp	40	—	—	—	—	—
Vote 6 - Executive and council	Portable Blowers	Villiersdorp	13	—	—	—	—	—
Vote 6 - Executive and council	High Pressure Cleaner	Villiersdorp	9	—	—	—	—	—
Vote 6 - Executive and council	Brushcutters X 3	Villiersdorp	16	—	—	—	—	—
Vote 6 - Executive and council	L Shape Desk	Villiersdorp	4	—	—	—	—	—
Vote 6 - Executive and council	High Back Chair	Villiersdorp	3	—	—	—	—	—
Vote 6 - Executive and council	Sludge Pump 75mm inlet	Villiersdorp	6	—	—	—	—	—
Vote 6 - Executive and council	7.5 kw Generator	Villiersdorp	13	—	—	—	—	—
Vote 6 - Executive and council	Electrical Jackhammer	Villiersdorp	13	—	—	—	—	—
Vote 6 - Executive and council	Brush Cutter	Villiersdorp	4	—	—	—	—	—
Vote 6 - Executive and council	Chain Saw	Villiersdorp	6	—	—	—	—	—
Vote 6 - Executive and council	Mini Bar Fridge	Villiersdorp	4	—	—	—	—	—
Vote 6 - Executive and council	Skill Saw	Villiersdorp	1	—	—	—	—	—
Vote 6 - Executive and council	VERVANGING RADIO CAM 25668	Villiersdorp	5	—	—	—	—	—
Vote 6 - Executive and council	Industrial Vacuum Cleaner	Riversonderend	2	—	—	—	—	—
Vote 6 - Executive and council	Yskas	Riversonderend	2	—	—	—	—	—
Vote 6 - Executive and council	2000W Angle grinder	Riversonderend	2	—	—	—	—	—
Vote 6 - Executive and council	2 X 800W Angle grinders	Riversonderend	3	—	—	—	—	—
Vote 6 - Executive and council	Portable waterpump	Riversonderend	5	—	—	—	—	—
Vote 6 - Executive and council	Hammer drill	Riversonderend	7	—	—	—	—	—
Vote 6 - Executive and council	Electric Jack hammer	Riversonderend	32	—	—	—	—	—
Vote 6 - Executive and council	Metal cut-off saw	Greyton/Genadendal	5	—	—	—	—	—
Vote 6 - Executive and council	Bo-mag roller	Greyton/Genadendal	139	—	—	—	—	—
Vote 6 - Executive and council	Stoele x 3	Greyton/Genadendal	4	—	—	—	—	—
Vote 6 - Executive and council	Tafel	Greyton/Genadendal	3	—	—	—	—	—
Vote 6 - Executive and council	Stoele	Greyton/Genadendal	4	—	—	—	—	—
Vote 6 - Executive and council	Tafels x8	Greyton/Genadendal	9	—	—	—	—	—
Vote 6 - Executive and council	Rebuild of Greyton Market	Botriver	90	—	—	—	—	—
Vote 6 - Executive and council	Fotostaatmasjien 22 bladsye per minuut; dokume	Botriver	39	—	—	—	—	—
Vote 6 - Executive and council	Plaatkompakteerder	Whole of Municipality	27	—	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke (1169)	Grabouw	—	259	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	447	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	347	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	397	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	138	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	1 500	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	1 500	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	1 500	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke	Grabouw	—	1 500	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Siyayanzela -	Grabouw	—	350	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Siyayanzela	Grabouw	—	350	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Siyayanzela	Grabouw	—	350	—	—	—	—
Vote 7 - Housing	Low Cost Housing Project: Grabouw Waterworks: Beverly Hill	Grabouw	—	5	—	—	—	—
Vote 7 - Housing	Low Cost Housing: Grabouw Waterworks: Beverly Hill	Grabouw	—	5	—	—	—	—

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 7 - Housing	Low Cost Housing Project: Grabouw Waterworks: Beve	Grabouw	–	5	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Grabouw Waterworks: Beve	Grabouw	–	5	–	–	–
Vote 7 - Housing	Grabouw Hillside Civils (Water)	Grabouw	–	370	–	–	–
Vote 7 - Housing	Grabouw Hillside Civils (Sanitation)	Grabouw	–	370	–	–	–
Vote 7 - Housing	Pine View 266 Civils (Water)	Grabouw	–	94	–	–	–
Vote 7 - Housing	Pine View 266 Civils (Sanitation)	Grabouw	–	94	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Villiersdorp Destiny Far	Villiersdorp	–	500	–	–	–
Vote 7 - Housing	Low Cost Housing: Villiersdorp Destiny Farm - Sa	Villiersdorp	–	500	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Villiersdorp Destiny Far	Villiersdorp	–	500	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Villiersdorp Destiny Far	Villiersdorp	–	500	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Riviersonderend 72 Sites	Riviersonderend	–	300	–	–	–
Vote 7 - Housing	Low Cost Housing: Riviersonderend 72 Sites - Sani	Riviersonderend	–	300	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Riviersonderend 72 Sites	Riviersonderend	–	300	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Riviersonderend 72 Sites	Riviersonderend	–	300	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Botrivier Community Hall	Botrivier	–	750	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Botrivier Beaumont Land	Botrivier	–	4 200	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Caledon Site Saviw a (790	Caledon	951	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Caledon Site Saviw a (790	Caledon	507	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Caledon Site Saviw a (790	Grabouw	268	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke (1169)	Grabouw	3 818	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke (1169)	Grabouw	1 969	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Grabouw Rooidakke Storm	Riviersonderend	564	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Riviersonderend (140) U	Riviersonderend	2 270	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Riviersonderend (140) U	Riviersonderend	2 237	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Riviersonderend (140) U	Botrivier	2 298	–	–	–	–
Vote 7 - Housing	Low Cost Housing Project: Botrivier New France (2	Caledon	55	–	–	–	–

R thousand						2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location						
Parent municipality: List all capital projects grouped by Function								
Vote 8 - Planning and development	Tables	Whole of Municipality	7	—	—	—	—	—
Vote 8 - Planning and development	Desk	Whole of Municipality	2	—	—	—	—	—
Vote 8 - Planning and development	Computers	Caledon	8	—	—	—	—	—
Vote 9 - Public safety	Furniture and Office Equipment (New )	Caledon	—	532	—	—	—	—
Vote 9 - Public safety	Machinery and Equipment (New )	Caledon	—	10	—	—	—	—
Vote 9 - Public safety	Machinery and Equipment (New )	Caledon	—	390	—	—	—	—
Vote 9 - Public safety	Grabouw Traffic Department	Grabouw	—	100	—	—	—	—
Vote 9 - Public safety	Uitbreiding van Caledon Verkeerskantore	Caledon	184	—	—	—	—	—
Vote 9 - Public safety	cctv Kameras	Caledon	200	—	—	—	—	—
Vote 9 - Public safety	4 x Bluelights and siren systems	Whole of Municipality	9	—	—	—	—	—
Vote 9 - Public safety	Operational equipment	Caledon	8	—	—	—	—	—
Vote 10 - Road transport	Grabouw pick up and drop off zone	Grabouw	—	140	—	—	—	—
Vote 10 - Road transport	Destiny access road	Villiersdorp	—	978	—	—	—	—
Vote 10 - Road transport	Destiny access road	Riviersonderend	9 881	—	—	—	—	—
Vote 10 - Road transport	Housing - upgrade Disa Street	Whole of Municipality	584	—	—	—	—	—
Vote 11 - Sport and recreation	Upgrading of Pineview sports ground	Grabouw	—	1 199	—	—	—	—
Vote 11 - Sport and recreation	Upgrading of Pineview sports ground	Grabouw	—	401	—	—	—	—
Vote 11 - Sport and recreation	New Sport Facility Phase I	Grabouw	126	—	—	—	—	—
Vote 11 - Sport and recreation	Upgrading of Pineview sports ground	Caledon	859	—	—	—	—	—
Vote 12 - Waste management	Transfer Station	Caledon	30	—	—	—	—	—
Vote 12 - Waste management	Transfer Station	Riviersonderend	708	—	—	—	—	—
Vote 12 - Waste management	Waste Drop off	Riviersonderend	285	—	—	—	—	—
Vote 12 - Waste management	Waste Drop off	Riviersonderend	198	—	—	—	—	—
Vote 12 - Waste management	Waste Drop off	Caledon	70	—	—	—	—	—
Vote 12 - Waste management	Transfer Station	Caledon	—	4 193	—	—	—	—
Vote 12 - Waste management	Transfer Station	Caledon	—	2 632	—	—	—	—
Vote 12 - Waste management	Waste Drop off	Riviersonderend	—	5 002	—	—	—	—
Vote 12 - Waste management	Waste Drop off	Riviersonderend	—	220	—	—	—	—
Vote 13 - Waste water management	Bulk outfall sewer	Caledon	—	1 478	—	—	—	—
Vote 13 - Waste water management	Bulk outfall sewer	Caledon	—	500	—	—	—	—
Vote 13 - Waste water management	Destiny : Bulk sewer	Villiersdorp	—	1 331	—	—	—	—
Vote 13 - Waste water management	Destiny : Bulk sewer	Villiersdorp	—	1 602	—	—	—	—
Vote 13 - Waste water management	Waste Water Treatment Works Upgrade	Caledon	—	6 941	—	—	—	—
Vote 13 - Waste water management	Waste Water Treatment Works Upgrade	Caledon	—	6 559	—	—	—	—
Vote 13 - Waste water management	Bulk outfall sewer	Caledon	6 194	—	—	—	—	—
Vote 13 - Waste water management	Bulk outfall sewer	Caledon	687	—	—	—	—	—
Vote 13 - Waste water management	Bulk outfall sewer	Villiersdorp	1 107	—	—	—	—	—
Vote 13 - Waste water management	Destiny : Bulk sewer	Caledon	1 510	—	—	—	—	—
Vote 13 - Waste water management	Waste Water Treatment Works Upgrade	Caledon	263	—	—	—	—	—
Vote 13 - Waste water management	Waste Water Treatment Works Upgrade	Caledon	295	—	—	—	—	—
Vote 13 - Waste water management	Waste Water Treatment Works Upgrade	Grabouw	833	—	—	—	—	—
Vote 13 - Waste water management	Grabouw Beverley Hills (Waterworks) low cost housing	Villiersdorp	108	—	—	—	—	—
Vote 13 - Waste water management	Upgrade Waste Water Treatment Works	Villiersdorp	1 711	—	—	—	—	—
Vote 14 - Water	Drilling of Boreholes	Whole of Municipality	—	248	—	—	—	—
Vote 14 - Water	Prepaid Water meters	Whole of Municipality	—	3 276	—	—	—	—
Vote 14 - Water	Drought Relieve	Caledon	—	283	—	—	—	—
Vote 14 - Water	Destiny : Bulk water	Villiersdorp	—	2 131	—	—	—	—
Vote 14 - Water	Destiny : Bulk water	Villiersdorp	—	1 706	—	—	—	—
Vote 14 - Water	Drought Relieve	Riviersonderend	—	273	—	—	—	—
Vote 14 - Water	Water Source Development - Tesselaarsdal	Caledon	—	317	—	—	—	—
Vote 14 - Water	Refurbishment and upgrading of the existing borehole	Greyton/Genandendal	—	569	—	—	—	—
Vote 14 - Water	Prepaid Water meters	Caledon	4 433	—	—	—	—	—

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 14 - Water	Drought Relieve	Villiersdorp	9 255	–	–	–	–
Vote 14 - Water	Destiny : Bulk water	Riv iersonderend	2 500	–	–	–	–
Vote 14 - Water	Drought Relieve	Caledon	1 241	–	–	–	–
Vote 14 - Water	Water Source Development - Tesselaarsdal	Caledon	424	–	–	–	–
Vote 14 - Water	Water Source Development - Tesselaarsdal	Caledon	906	–	–	–	–
Vote 14 - Water	Water Source Development - Tesselaarsdal	Caledon	59	–	–	–	–
Vote 14 - Water	WC031 - Caledon Borehole	Grabouw	137	–	–	–	–
Vote 14 - Water	New Steenbras Reservoir	Grabouw	1 011	–	–	–	–
Vote 14 - Water	Grabouw Beverley Hills (Waterworks) low cost housing	Villiersdorp	102	–	–	–	–
Vote 14 - Water	Villiersdorp water treatment works upgrade: feasib	Villiersdorp	233	–	–	–	–
Vote 14 - Water	Drilling of borehole Vdorp	Riv iersonderend	322	–	–	–	–
Vote 14 - Water	Drilling of borehole RSE	Grey ton/Genadendal	70	–	–	–	–
Vote 14 - Water	Water Source Development	Grey ton/Genadendal	202	–	–	–	–
Vote 14 - Water	Drilling of borehole Genadendal	Grey ton/Genadendal	1 941	–	–	–	–
Vote 14 - Water	Drilling of borehole Grey ton	Grey ton/Genadendal	99	–	–	–	–
Vote 14 - Water	Drilling of borehole Bereaville	Grey ton/Genadendal	454	–	–	–	–
Vote 14 - Water	Refurbishment and upgrading of the existing borehole	Caledon	2 131	–	–	–	–
Vote 8 - Planning and development	Construction of new Public Toilets in CBD	Riv iersonderend	–	–	200	–	–
Vote 14 - Water	Water Pipe replacement	Grey ton/Genadendal	–	–	400	–	–
Vote 14 - Water	Water Meters - Replacement	Whole of Municipality	–	–	3 000	–	–
Vote 13 - Waste water management	IDP Public Toilets	Grey ton/Genadendal	–	–	300	–	–
Vote 14 - Water	Bulk water upgrade phase 2	Caledon	–	–	435	2 174	3 578
Vote 14 - Water	Bulk water upgrade phase 2	Caledon	–	–	–	–	2 218
Vote 12 - Waste management	Waste drop off	Grey ton/Genadendal	–	–	–	2 122	–
Vote 12 - Waste management	Waste drop off	Grey ton/Genadendal	–	–	348	1 009	–
Vote 13 - Waste water management	Waste water treatment works	Grey ton/Genadendal	–	–	–	3 785	2 499
Vote 13 - Waste water management	Waste water treatment works	Grey ton/Genadendal	–	–	347	–	–

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality: <i>List all capital projects grouped by Function</i>							
Vote 13 - Waste water management	Waste water treatment works	Grey ton/Genadendal	–	–	–	1 820	
Vote 13 - Waste water management	Rooidakke Storm water	Grabouw	–	–	1 617	–	–
Vote 13 - Waste water management	Rooidakke Storm water	Grabouw	–	–	991	–	–
Vote 14 - Water	Bulk water upgrade phase 5 cont.	Grabouw	–	–	–	–	1 176
Vote 14 - Water	Bulk water upgrade phase 5 cont.	Grabouw	–	–	–	1 300	998
Vote 14 - Water	Bulk water upgrade phase 5 cont.	Grabouw	–	–	–	–	998
Vote 4 - Electricity	highmast lighting	Whole of Municipality	–	–	–	522	1 043
Vote 4 - Electricity	highmast lighting	Whole of Municipality	–	–	652	174	217
Vote 14 - Water	WTW upgrade	Villiersdorp	–	–	435	2 235	5 125
Vote 14 - Water	Bulk water upgrade (incl WTW)	Botrivier	–	–	535	2 014	2 147
Vote 10 - Road transport	roads & SW upgrade	Botrivier	–	–	783	–	–
Vote 10 - Road transport	roads & SW upgrade	Botrivier	–	–	522	–	–
Vote 13 - Waste water management	WWTW upgrade	Botrivier	–	–	–	435	3 913
Vote 13 - Waste water management	WWTW upgrade	Botrivier	–	–	–	–	550
Vote 13 - Waste water management	WWTW upgrade	Caledon	–	–	10 104	9 399	–
Vote 13 - Waste water management	WWTW upgrade	Caledon	–	–	–	–	2 609
Vote 13 - Waste water management	WWTW upgrade	Caledon	–	–	3 260	3 260	2 609
Vote 13 - Waste water management	Bulk outfall sewer	Caledon	–	–	1 413	–	–
Vote 13 - Waste water management	Bulk outfall sewer	Caledon	–	–	287	–	3 920
Vote 13 - Waste water management	Bulk outfall sewer	Caledon	–	–	2 804	–	3 135
Vote 12 - Waste management	Waste Transfer Station	Caledon	–	–	3 151	–	–
Vote 12 - Waste management	Waste Transfer Station	Caledon	–	–	2 631	–	–
Vote 10 - Road transport	Upgrade Disa Street	Riversderend	–	–	431	–	–
Vote 10 - Road transport	Upgrade Disa Street	Riversderend	–	–	222	–	–
Vote 12 - Waste management	Waste Drop-off station	Riversderend	–	–	3 557	–	–
Vote 12 - Waste management	Waste Drop-off station	Riversderend	–	–	–	1 051	1 954
Vote 12 - Waste management	Waste Drop-off station	Riversderend	–	–	–	3 616	1 954
Vote 13 - Waste water management	WWTW upgrade	Riversderend	–	–	–	435	3 657
Vote 13 - Waste water management	WWTW upgrade	Riversderend	–	–	–	–	778
Vote 13 - Waste water management	WWTW upgrade	Riversderend	–	–	–	–	778
Vote 14 - Water	bulk water (incl WTW)	Riversderend	–	–	–	435	2 000
Vote 14 - Water	Beaumont low cost housing bulk services	Botrivier	–	–	90	–	–
Vote 13 - Waste water management	Beaumont low cost housing bulk services	Botrivier	–	–	8 000	–	–
Vote 10 - Road transport	Bev erly hills: reinstatement of Bos Street road surface	Grabouw	–	–	500	–	–
Vote 14 - Water	Grabouw bulk water	Grabouw	–	–	550	–	–
Vote 13 - Waste water management	Capital - Buk Sewer	Caledon	–	–	4 429	–	–
Vote 3 - Corporate services	Upgrade of Fleet	Whole of Municipality	–	–	7 200	–	–
Vote 10 - Road transport	Upgrading of Streets - Grabouw	Grabouw	–	–	1 066	1 566	–
Vote 10 - Road transport	Upgrading of Streets - Botrivier	Botrivier	–	–	–	1 524	–



R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 10 - Road transport	Upgrading of Streets - Riviersonderend	Riviersonderend	–	–	2 022	–	–
Vote 13 - Waste water management	Upgrading of Sewer Network	Botrivier	–	–	1 755	–	–
Vote 14 - Water	Pipe Relacement	Grabouw	–	–	800	1 396	–
Vote 14 - Water	Pipe Relacement	Caledon	–	–	931	–	–
Vote 4 - Electricity	Replace and upgrade MV and LV networks	Caledon	–	–	–	650	700
Vote 4 - Electricity	Replace Pole Mounted transformer Uisig.SS K1	Caledon	–	–	–	700	–
Vote 4 - Electricity	Replace Pole Mounted transformer Uisig.SS K1	Caledon	–	–	577	–	1 000
Vote 4 - Electricity	Replace and upgrade MV and LV networks	Villiersdorp	–	–	–	800	900
Vote 4 - Electricity	Destiny Infrastructure	Villiersdorp	–	–	654	652	652
Vote 4 - Electricity	Destiny Infrastructure	Villiersdorp	–	–	4 365	3 648	4 348
Vote 4 - Electricity	Ringfeed Van Schalkwyk Street Phase 2	Greyton/Genadendal	–	–	3 250	–	–
Vote 4 - Electricity	Replace and upgrade MV and LV networks	Greyton/Genadendal	–	–	–	800	800
Vote 4 - Electricity	Replace and upgrade MV and LV networks	Riviersonderend	–	–	–	580	660
Vote 10 - Road transport	Grabouw traffic Department	Grabouw	–	–	6 542	–	–
Vote 10 - Road transport	Grabouw Pick up and Drop off zone	Grabouw	–	–	4 311	–	–
Vote 12 - Waste management	Capital - Transfer Station	Caledon	–	–	1 369	–	–
Vote 11 - Sport and recreation	Capital - Mountain bike trails	Greyton/Genadendal	–	–	200	–	–
Vote 11 - Sport and recreation	Capital - Bicycle pump track	Greyton/Genadendal	–	–	20	–	–
Vote 11 - Sport and recreation	Capital - Upgrade Dennekruin (Soccer Field) Sport	Grabouw	–	–	400	–	–
Vote 11 - Sport and recreation	Capital - Pineview Rugby Field	Grabouw	–	–	200	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw Hillside	Grabouw	–	–	1 000	750	750
Vote 7 - Housing	Capital - Grabouw Hillside Civils (Sanitation)	Grabouw	–	–	1 000	750	750
Vote 7 - Housing	Capital - Grabouw Hillside Civils (Roads)	Grabouw	–	–	1 000	750	750
Vote 7 - Housing	Capital - Grabouw Hillside Civils (Stormwater)	Grabouw	–	–	1 000	750	750
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	250	–	3 000
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	250	–	3 000

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	250	–	3 000
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	250	–	3 000
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	1 875	1 500	1 500
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	1 875	1 500	1 500
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	1 875	1 500	1 500
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	1 875	1 500	1 500
Vote 7 - Housing	Capital - Low Cost Housing Project: Botrivier Beaumont	Botrivier	–	–	2 000	–	–
Vote 7 - Housing	Capital - Low Cost Housing: Riviersonderend 72 Sites -	Riviersonderend	–	–	750	–	–
Vote 7 - Housing	Capital - Low Cost Housing: Riviersonderend 72 Sites -	Riviersonderend	–	–	750	–	–
Vote 7 - Housing	Capital - Low Cost Housing: Riviersonderend 72 Sites -	Riviersonderend	–	–	750	–	–
Vote 7 - Housing	Capital - Low Cost Housing: Riviersonderend 72 Sites -	Riviersonderend	–	–	750	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Villiersdorp Destiny	Villiersdorp	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing: Villiersdorp Destiny Farm -	Villiersdorp	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Villiersdorp Destiny	Villiersdorp	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Villiersdorp Destiny	Villiersdorp	–	–	500	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	3 945	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	3 945	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	3 945	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Grabouw	Grabouw	–	–	3 945	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Caledon	Caledon	–	–	1 000	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Caledon	Caledon	–	–	–	1 500	3 000
Vote 7 - Housing	Capital - Low Cost Housing Project: Caledon	Caledon	–	–	–	1 500	3 000
Vote 7 - Housing	Capital - Low Cost Housing Project: Caledon	Caledon	–	–	–	1 500	3 000
Vote 7 - Housing	Capital - Low Cost Housing Project: Caledon	Caledon	–	–	–	1 500	3 000

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
Parent municipality:							
List all capital projects grouped by Function							
Vote 7 - Housing	Capital - Low Cost Housing Project: Grey ton Erf 595	Grey ton/Genadendal	–	–	419	–	–
Vote 7 - Housing	Capital - Low Cost Housing Project: Villiersdorp	Villiersdorp	–	–	–	–	2 295
Vote 7 - Housing	Capital - Low Cost Housing: Villiersdorp Destiny	Villiersdorp	–	–	–	–	2 295
Vote 7 - Housing	Capital - Low Cost Housing Project: Villiersdorp	Villiersdorp	–	–	–	–	2 295
Vote 7 - Housing	Capital - Low Cost Housing Project: Villiersdorp	Villiersdorp	–	–	–	–	2 295
Vote 4 - Electricity	Replace Pole Mounted transformer Uisig.SS K1	Caledon	–	–	–	700	–
Vote 3 - Corporate services	Machinery & Equipment	Administration	–	–	20	–	–
Vote 3 - Corporate services	Furniture & Office Equipment	Administration	–	–	45	–	–
Vote 3 - Corporate services	Furniture & Office Equipment	Administration	–	–	33	–	–
Vote 3 - Corporate services	Computer Equipment	Whole of Municipality	–	–	1 263	–	–
Vote 3 - Corporate services	Computer Equipment	Whole of Municipality	–	–	505	–	–
Vote 3 - Corporate services	Furniture & Office Equipment	Whole of Municipality	–	–	10	–	–
Vote 3 - Corporate services	Furniture & Office Equipment	Administration	–	–	16	–	–
Vote 3 - Corporate services	Computer Equipment	Administration	–	–	30	–	–
Vote 3 - Corporate services	Computer Equipment	Administration	–	–	35	–	–
Vote 6 - Executive and council	Machinery & Equipment	Villiersdorp	–	–	308	–	–
Vote 6 - Executive and council	Machinery & Equipment	Villiersdorp	–	–	13	–	–
Vote 6 - Executive and council	Machinery & Equipment	Villiersdorp	–	–	6	–	–
Vote 6 - Executive and council	Furniture & Office Equipment	Villiersdorp	–	–	8	–	–
Vote 6 - Executive and council	Computer Equipment	Villiersdorp	–	–	7	–	–
Vote 6 - Executive and council	Furniture & Office Equipment	Riviersonderend	–	–	23	–	–
Vote 6 - Executive and council	Machinery & Equipment	Riviersonderend	–	–	226	–	–
Vote 6 - Executive and council	Machinery & Equipment	Riviersonderend	–	–	30	–	–
Vote 6 - Executive and council	Furniture & Office Equipment	Grey ton/Genadendal	–	–	9	–	–
Vote 6 - Executive and council	Machinery & Equipment	Grey ton/Genadendal	–	–	303	–	–
Vote 6 - Executive and council	Machinery & Equipment	Caledon	–	–	170	–	–
Vote 6 - Executive and council	Machinery & Equipment	Caledon	–	–	15	–	–

R thousand					2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description	Ward Location					
<b>Parent municipality:</b>							
<i>List all capital projects grouped by Function</i>							
Vote 6 - Executive and council	Machinery & Equipment	Grabouw	–	–	120	–	–
Vote 6 - Executive and council	Machinery & Equipment	Grabouw	–	–	183	–	–
Vote 6 - Executive and council	Furniture & Office Equipment	Grabouw	–	–	35	–	–
Vote 2 - Community and social service	Furniture & Office Equipment	Riviersonderend	–	–	65	–	–
Vote 2 - Community and social service	Furniture & Office Equipment	Grabouw	–	–	85	–	–
Vote 9 - Public safety	Machinery & Equipment	Administration	–	–	290	–	–
Vote 9 - Public safety	Furniture & Office Equipment	Administration	–	–	25	–	–
Vote 9 - Public safety	Furniture & Office Equipment	Administration	–	–	2	–	–
Vote 9 - Public safety	Computer Equipment	Administration	–	–	4	–	–
Vote 3 - Corporate services	Machinery & Equipment	Administration	–	–	47	–	–
Vote 4 - Electricity	Machinery & Equipment	Administration	–	–	47	–	–
Vote 4 - Electricity	Machinery & Equipment	Administration	–	–	97	–	–
Vote 4 - Electricity	Furniture & Office Equipment	Administration	–	–	5	–	–
Vote 4 - Electricity	Machinery & Equipment	Administration	–	–	12	–	–
Vote 1 - Budget and treasury office	Machinery & Equipment	Administration	–	–	146	–	–
Vote 6 - Executive and council	Computer Equipment	Administration	–	–	4	–	–
<b>Parent Capital expenditure</b>			<b>87 214</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>
<b>Entities:</b>							
<i>List all capital projects grouped by Entity</i>							
<b>Entity A</b>							
<b>Entity B</b>							
<b>Entity Capital expenditure</b>			<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Capital expenditure</b>			<b>87 214</b>	<b>73 261</b>	<b>130 593</b>	<b>63 798</b>	<b>99 096</b>

# Consolidated Projects delayed from previous years (Table SA37)

R thousand			Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Previous target year to complete	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework		
	Function	Project name	Project number										Original Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:																	
List all capital projects grouped by Function																	
N/A																	
Entities:																	
List all capital projects grouped by Entity																	
Entity Name																	
Project name																	

# Consolidated detailed operational projects (Table SA38)

R thousand		Own Strategic Objectives	Prior year outcomes		2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description						
Parent municipality:							
List all operational projects grouped by Function							
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Strategic Management and Governance_Administrative Strategy and	SO1	33 202	33 917	36 839	39 320	41 544
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Capacity Building Training and Development_Capacity Building Local	SO1	403	240	—	—	—
Vote 1 - Budget and treasury office	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO1	249	467	250	265	281
Vote 1 - Budget and treasury office	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO1	4	8	8	8	9
Vote 1 - Budget and treasury office	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO1	547	810	857	908	963
Vote 1 - Budget and treasury office	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Furniture and Office	SO1	—	5	5	5	5
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO1	—	—	—	—	—
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Efficient and Effective Public Service	SO1	4 725	8 566	6 270	6 270	6 270
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Financial Management Grant_Interns Compensation	SO1	1 673	658	673	673	673
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Financial Management Grant_Budget and Treasury Office	SO1	1 184	798	617	617	617
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Financial Management Grant_Training Minimum Competency	SO1	—	23	189	189	189
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Municipal Properties	SO1	1 755	1 503	1 648	1 747	1 851
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Strategic Management and Governance_Risk Management	SO2	1 889	2 312	2 523	2 675	2 835
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO2	—	—	—	—	—
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Procurement Reforms and Fighting Corruption	SO2	2 087	1 561	2 496	2 645	2 804
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Strategic Management and Governance_Administrative Strategy and	SO4	—	—	—	—	—
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Efficient and Effective Public Service	SO4	5 645	1 182	4 389	4 501	4 619
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO4	—	—	—	—	—
Vote 1 - Budget and treasury office	Operational_Typical Work Streams_Strategic Management and Governance_Risk Management	SO4	174	386	—	—	—
Vote 2 - Community and social service	Operational_Typical Work Streams_Community Development_Library Programmes	SO6	6 276	7 841	8 579	9 156	9 705
Vote 2 - Community and social service	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	—	1	15	16	17
Vote 2 - Community and social service	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	—	847	255	270	287
Vote 2 - Community and social service	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	3	60	293	311	329
Vote 2 - Community and social service	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	247	473	541	574	608
Vote 2 - Community and social service	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	2	3	7	7	7
Vote 2 - Community and social service	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	—	4	8	8	9
Vote 3 - Corporate services	Operational_Typical Work Streams_Strategic Management and Governance_Administrative Strategy and	SO3	17 452	29 726	26 622	28 610	30 327
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO3	50	30	56	59	63
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Furniture and	SO3	340	330	280	297	315
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO3	11	28	4	5	5
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO3	2	7	6	7	7
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Furniture and Office	SO3	5	23	13	14	14
Vote 3 - Corporate services	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO3	411	930	1 176	1 246	1 321
Vote 3 - Corporate services	Operational_Typical Work Streams_Human Resources_Human Resource Management	SO3	8 534	10 175	10 339	10 975	11 634
Vote 3 - Corporate services	Operational_Typical Work Streams_Efficient and Effective Public Service	SO3	—	—	97	103	109
Vote 3 - Corporate services	Operational_Typical Work Streams_Efficient and Effective Public Service	SO4	3 982	4 131	5 001	5 266	5 548
Vote 3 - Corporate services	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO4	2	20	8	8	9
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Intangible	SO4	5 488	4 702	3 974	4 212	4 465
Vote 3 - Corporate services	Operational_Typical Work Streams_Expanded Public Works Programme_Project	SO5	1 648	995	1 940	141	150
Vote 3 - Corporate services	Operational_Typical Work Streams_Strategic Management and Governance_Administrative Strategy and	SO5	12 428	16 950	16 864	17 896	18 970
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO5	15	44	21	22	24
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO5	27	32	18	19	20
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO5	4	53	17	18	20
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO5	7	35	22	23	25
Vote 3 - Corporate services	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO5	—	30	12	13	14
Vote 3 - Corporate services	Operational_Typical Work Streams_Municipal Properties	SO6	1 481	7 387	7 285	7 392	7 506

R thousand	Function	Project Description	Own Strategic Objectives	Prior year outcomes		2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:								
List all operational projects grouped by Function								
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO6	2 718	3 915	4 485	4 754	5 039	
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	47	51	117	124	132	
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	0	—	—	—	—	
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	25	22	93	98	104	
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	4	2	9	10	11	
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Other	SO6	—	19	6	6	6	
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Furniture and Office	SO6	—	4	4	4	4	
Vote 3 - Corporate services	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	108	612	718	761	806	
Vote 4 - Electricity	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	61 957	65 649	79 267	80 654	85 294	
Vote 4 - Electricity	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	—	—	—	—	—	
Vote 4 - Electricity	Operational_Maintenance_Infrastructure_Preventative Maintenance_Condition Based_Electrical	SO6	7 323	7 989	9 434	10 000	10 600	
Vote 4 - Electricity	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO6	96	178	88	94	99	
Vote 4 - Electricity	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	1	17	17	18	19	
Vote 4 - Electricity	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	67	75	72	76	81	
Vote 4 - Electricity	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	36	88	93	98	104	
Vote 4 - Electricity	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	4	5	5	5	5	
Vote 4 - Electricity	Operational_Typical Work Streams_Public Protection and Safety	SO6	167	506	1 794	1 902	2 016	
Vote 4 - Electricity	Operational_Maintenance_Infrastructure_Preventative Maintenance_Interval Based_Electrical	SO6	1 077	2 478	2 631	2 789	2 957	
Vote 4 - Electricity	Operational_Typical Work Streams_Efficient and Effective Public Service	SO8	—	4	5	5	5	
Vote 5 - Environmental protection	Operational_Typical Work Streams_Environmental_Pollution Control	SO7	0	99	290	307	326	
Vote 5 - Environmental protection	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO7	—	—	—	—	—	
Vote 6 - Executive and council	Operational_Typical Work Streams_Communication and Public Participation_Public Participation Meeting	SO2	99	116	90	95	101	
Vote 6 - Executive and council	Operational_Typical Work Streams_Strategic Management and Governance_Administrative Strategy and	SO2	17 639	19 110	19 808	20 994	22 251	
Vote 6 - Executive and council	Operational_Typical Work Streams_Community Development_Community Development Initiatives	SO2	1 153	1 448	1 159	1 221	1 286	
Vote 6 - Executive and council	Operational_Typical Work Streams_Ward Committees_Meetings	SO2	232	475	631	669	709	
Vote 6 - Executive and council	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO2	16	11	13	14	14	
Vote 6 - Executive and council	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO2	10	27	13	14	15	
Vote 6 - Executive and council	Operational_Typical Work Streams_Capacity Building Training and Development_Capacity Building	SO2	25	59	58	62	65	
Vote 6 - Executive and council	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO2	—	—	—	—	—	
Vote 6 - Executive and council	Operational_Typical Work Streams_Strategic Management and Governance_Administrative Strategy and	SO6	15 731	15 553	18 942	20 377	21 563	
Vote 6 - Executive and council	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	659	713	1 276	1 352	1 433	
Vote 6 - Executive and council	Operational_Typical Work Streams_Public Protection and Safety	SO6	24	—	—	—	—	
Vote 6 - Executive and council	Operational_Typical Work Streams_Community Development_Community Development Initiatives	SO6	71	—	3	3	3	
Vote 6 - Executive and council	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Other	SO6	164	541	495	525	556	
Vote 6 - Executive and council	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	24	41	15	16	17	
Vote 6 - Executive and council	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	13	28	16	17	18	
Vote 6 - Executive and council	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Other	SO6	13	56	47	50	53	
Vote 6 - Executive and council	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Furniture and Office	SO6	—	—	—	—	—	
Vote 6 - Executive and council	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	—	4	3	3	3	
Vote 7 - Housing	Operational_Typical Work Streams_Community Development_Housing Projects	SO9	4 655	43 478	30 362	25 554	12 918	
Vote 7 - Housing	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO9	2	7	5	5	6	
Vote 7 - Housing	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO9	—	3	3	3	3	
Vote 7 - Housing	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO9	—	—	—	—	—	
Vote 7 - Housing	Operational_Typical Work Streams_Community Development_Housing Projects	SO10	1 801	2 866	2 213	2 345	2 486	
Vote 7 - Housing	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO10	—	—	—	—	—	
Vote 7 - Housing	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO10	—	—	—	—	—	
Vote 7 - Housing	Operational Maintenance Non-infrastructure Preventative Maintenance Condition Based Other Assets	SO10	—	—	291	308	327	

R thousand		Own Strategic Objectives	Prior year outcomes		2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Function	Project Description						
Parent municipality:							
List all operational projects grouped by Function							
Vote 7 - Housing	Operational_Maintenance_Infrastructure_Preventative Maintenance_Condition Based_Roads	SO10	–	–	53	57	60
Vote 7 - Housing	Operational_Typical Work Streams_Community Development_Housing Projects	SO10	–	–	–	–	–
Vote 7 - Housing	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO10	–	–	233	247	262
Vote 8 - Planning and development	Operational_Typical Work Streams_Strategic Management and Governance_IDP Planning and Revision	SO2	1 002	1 205	1 288	1 365	1 447
Vote 8 - Planning and development	Operational_Typical Work Streams_Efficient and Effective Public Service	SO2	2 573	2 166	2 697	2 964	3 030
Vote 8 - Planning and development	Operational_Typical Work Streams_Strategic Management and Governance_IDP Implementation and	SO2	7	152	139	147	156
Vote 8 - Planning and development	Operational_Typical Work Streams_Community Development_Youth Projects_Youth Development	SO2	160	5	–	–	–
Vote 8 - Planning and development	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO2	54	–	–	–	–
Vote 8 - Planning and development	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Furniture and Office	SO2	17	8	–	–	–
Vote 8 - Planning and development	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO2	–	–	–	–	–
Vote 8 - Planning and development	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	138	3	–	–	–
Vote 8 - Planning and development	Operational_Typical Work Streams_Municipal Properties	SO6	2 240	1 854	1 735	1 839	1 949
Vote 8 - Planning and development	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	3	–	–	–	–
Vote 8 - Planning and development	Operational_Typical Work Streams_Efficient and Effective Public Service	SO11	3 907	5 748	5 446	5 773	6 119
Vote 8 - Planning and development	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO11	–	–	–	–	–
Vote 8 - Planning and development	Operational_Typical Work Streams_Local Economic Development_Project Implementation	SO11	1 726	2 215	2 072	2 197	2 329
Vote 8 - Planning and development	Operational_Typical Work Streams_Tourism_Tourism Projects	SO11	148	465	295	309	323
Vote 9 - Public safety	Operational_Typical Work Streams_Emergency and Disaster Management_Disaster Management	SO7	1 788	2 351	2 580	2 735	2 899
Vote 9 - Public safety	Operational_Typical Work Streams_Public Protection and Safety	SO7	–	–	37	39	41
Vote 9 - Public safety	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO7	543	414	487	516	547
Vote 9 - Public safety	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Other	SO7	–	–	206	218	231
Vote 9 - Public safety	Operational_Typical Work Streams_Public Protection and Safety	SO8	60 199	70 456	49 974	51 772	53 416
Vote 9 - Public safety	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO8	175	237	201	213	226
Vote 9 - Public safety	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO8	92	181	196	208	220
Vote 9 - Public safety	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO8	–	167	97	103	109
Vote 9 - Public safety	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO8	114	571	787	834	884
Vote 9 - Public safety	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO8	9	10	33	35	37
Vote 9 - Public safety	Operational_Typical Work Streams_Municipal Properties	SO8	–	–	49	51	54
Vote 9 - Public safety	Operational_Maintenance_Infrastructure_Preventative Maintenance_Condition Based_Roads	SO8	22	94	88	94	99
Vote 10 - Road transport	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	7 339	2 853	5 078	5 169	5 265
Vote 10 - Road transport	Operational_Maintenance_Infrastructure_Preventative Maintenance_Condition Based_Roads	SO6	18 175	22 426	23 508	24 950	26 447
Vote 10 - Road transport	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	–	–	–	–	–
Vote 10 - Road transport	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	698	1 049	820	869	921
Vote 10 - Road transport	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	69	171	171	181	192
Vote 10 - Road transport	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	87	211	140	149	158
Vote 10 - Road transport	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	606	1 044	889	943	999



R thousand			Prior year outcomes		2019/20 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Own Strategic Objectives	Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:							
List all operational projects grouped by Function							
Vote 10 - Road transport	Operational_Typical Work Streams_Public Protection and Safety	SO8	4 457	2 901	5 646	6 029	6 391
Vote 10 - Road transport	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO8	–	–	5	5	5
Vote 10 - Road transport	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO8	3	62	194	206	218
Vote 11 - Sport and recreation	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	264	857	485	510	536
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	447	794	1 028	1 090	1 155
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	6	19	43	45	48
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	16	59	81	85	91
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	1 123	1 279	1 918	2 033	2 155
Vote 11 - Sport and recreation	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	–	–	–	–	–
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	69	92	125	133	141
Vote 11 - Sport and recreation	Operational Maintenance Non-infrastructure Preventative Maintenance Interval Based Community Assets	SO6	–	–	–	–	–
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	48	71	79	83	88
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	6 133	7 337	7 823	8 293	8 790
Vote 11 - Sport and recreation	Operational Typical Work Streams Environmental Nursery	SO6	–	–	10	10	11
Vote 12 - Waste management	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	38 990	48 544	45 406	47 306	49 290
Vote 12 - Waste management	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Furniture and Office	SO6	126	–	–	–	–
Vote 12 - Waste management	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	–	0	–	–	–
Vote 12 - Waste management	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO6	151	246	289	306	324
Vote 12 - Waste management	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	251	306	243	258	273
Vote 12 - Waste management	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	417	406	503	533	565
Vote 12 - Waste management	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	266	218	189	200	212
Vote 12 - Waste management	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	406	580	573	607	643
Vote 12 - Waste management	Operational_Typical Work Streams_City Cleanliness and Clean-up_Clean-up Actions	SO6	66	280	673	713	756
Vote 12 - Waste management	Operational_Maintenance_Infrastructure_Preventative Maintenance_Interval Based_Solid Waste	SO6	1 312	2 477	2 386	2 529	2 681
Vote 13 - Waste water management	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	14 666	18 559	15 670	15 891	16 125
Vote 13 - Waste water management	Operational_Maintenance_Infrastructure_Preventative Maintenance_Interval Based_Sanitation	SO6	8 571	11 726	12 356	13 148	13 937
Vote 13 - Waste water management	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	–	34	–	–	–
Vote 13 - Waste water management	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO6	1 424	1 819	1 393	1 477	1 565
Vote 13 - Waste water management	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	40	89	88	93	98
Vote 13 - Waste water management	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	526	799	417	442	469
Vote 13 - Waste water management	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	12	77	69	73	77
Vote 13 - Waste water management	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	391	815	455	483	512
Vote 13 - Waste water management	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Other	SO6	–	–	–	–	–

R thousand			Prior year outcomes		2019/20 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Own Strategic Objectives	Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Parent municipality:</b> <i>List all operational projects grouped by Function</i>							
Vote 10 - Road transport	Operational_Typical Work Streams_Public Protection and Safety	SO8	4 457	2 901	5 646	6 029	6 391
Vote 10 - Road transport	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO8	–	–	5	5	5
Vote 10 - Road transport	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO8	3	62	194	206	218
Vote 11 - Sport and recreation	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	264	857	485	510	536
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Community	SO6	447	794	1 028	1 090	1 155
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	6	19	43	45	48
Vote 11 - Sport and recreation	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	16	59	81	85	91
Vote 13 - Waste water management	Operational_Maintenance_Infrastructure_Preventative Maintenance_Interval Based_Sanitation	SO6	4 891	4 852	5 901	6 286	6 663
Vote 13 - Waste water management	Operational_Maintenance_Infrastructure_Corrective Maintenance_Emergency_Sanitation	SO6	619	1 010	1 140	1 209	1 281
Vote 13 - Waste water management	Operational_Maintenance_Infrastructure_Preventative Maintenance_Interval Based_Sanitation	SO8	–	25	–	–	–
Vote 14 - Water	Operational_Typical Work Streams_Efficient and Effective Public Service	SO6	30 805	32 623	32 820	34 153	35 566
Vote 14 - Water	Operational_Typical Work Streams_Capacity Building Training and Development_Workshops, Seminars	SO6	–	34	–	–	–
Vote 14 - Water	Operational_Maintenance_Infrastructure_Preventative Maintenance_Interval Based_Water Supply	SO6	15 198	15 911	14 503	15 374	16 296
Vote 14 - Water	Operational_Typical Work Streams_Drinking Water Quality	SO6	1 600	3 073	4 625	4 841	5 071
Vote 14 - Water	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Condition Based_Other	SO6	790	1 589	1 340	1 420	1 506
Vote 14 - Water	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Machinery and	SO6	52	126	167	178	188
Vote 14 - Water	Operational_Maintenance_Non-infrastructure_Preventative Maintenance_Interval Based_Transport Assets	SO6	110	222	152	161	171
Vote 14 - Water	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Machinery and	SO6	1	40	63	67	71
Vote 14 - Water	Operational_Maintenance_Non-infrastructure_Corrective Maintenance_Emergency_Transport Assets	SO6	124	272	183	194	206
Vote 14 - Water	Operational_Maintenance_Infrastructure_Preventative Maintenance_Interval Based_Water Supply	SO6	403	1 007	1 457	1 545	1 637
<b>Parent Operational expenditure</b>			<b>464 573</b>	<b>580 824</b>	<b>574 585</b>	<b>593 812</b>	<b>609 840</b>
<b>Entities:</b> <i>List all Operational projects grouped by Entity</i>							
<b>Entity A</b>							
<b>Entity B</b>							
<b>Entity Operational expenditure</b>			–	–	–	–	–
<b>Total Operational expenditure</b>			<b>464 573</b>	<b>580 824</b>	<b>574 585</b>	<b>593 812</b>	<b>609 840</b>

## 16. Legislation Compliance Status

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Compliance with the MFMA Implementation requirements has been substantially adhered to through the following activities:

- **Budget and Treasury Office:** A Budget and Treasury Office has been established in accordance with the MFMA.
- **Budgeting:** The annual budget is prepared in accordance with the requirements prescribed by the MFMA and National Treasury.
- **Financial Reporting:** 100% compliance with regards to monthly, quarterly and annual reporting to the Executive Mayor, Mayoral Committee, Council, Provincial and National Treasury.
- **Annual Report:** The Annual Report is prepared in accordance with the MFMA and National Treasury.
- **Debt Collection:** A Debt Collection unit has been established in accordance with the relative legislation. The staff appointments in the Debt Collection Department have almost been completed and the department is fully functional. Debt collection restructuring is also scheduled to improve the efficiency of the unit and ensure collections and credit control is done at optimal levels.
- **Internal Audit:** The department is fully functional with a Chief Audit Officer, Internal Auditor and a Clerk Internal Audit in order to comply with the MFMA and obtain value for money.
- **Supply Chain Management:** A Functional Supply Chain Management Unit in accordance with the MFMA.
- **Risk Management:** Theewaterskloof Municipality has adopted a Risk Management Policy in August 2009 and official has undergone training. A risk register is compile which identify the top ten risks and is reviewed and monitor regularly.
- **Asset Management:** The Fixed Asset Register is fully GRAP compliant and the Asset Maintenance Plan is in progress in order to comply with legislation.
- **Internship Programme:** Theewaterskloof Municipality is participating in the Municipal Finance Management Internship Programme. Five Interns are employed and are undergoing various training in all sections of the Finance Department.

## 17. Other supporting documents

### a. Tariff list

Refer to Annexure A for a final list of tariffs to be approved.

### b. Supplementary notes to tables

Supporting detail to budgeted financial performance (Table SA1)

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
<b>REVENUE ITEMS:</b>										
<b>Property rates</b>										
Total Property Rates	77 275	87 229	99 763	101 980	101 980	101 980	101 980	111 109	117 776	124 842
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)	1 496	1 356	1 366	1 376	1 376	1 376	1 376	1 459	1 546	1 639
Net Property Rates	75 778	85 873	98 397	100 604	100 604	100 604	100 604	109 650	116 229	123 203
<b>Service charges - electricity revenue</b>										
Total Service charges - electricity revenue	75 893	75 261	82 960	87 978	89 028	89 028	89 028	102 937	108 004	114 485
less Revenue Foregone (in excess of 50 kwh per indigent household per month)										
less Cost of Free Basis Services (50 kwh per indigent household per month)	2 285	2 449	2 744	2 266	2 266	2 266	2 266	2 402	2 546	2 699
Net Service charges - electricity revenue	73 608	72 813	80 216	85 712	86 762	86 762	86 762	100 535	105 458	111 786
<b>Service charges - water revenue</b>										
Total Service charges - water revenue	51 763	69 464	67 682	79 970	74 158	74 158	74 158	69 710	73 893	78 326
less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)										
less Cost of Free Basis Services (6 kilolitres per indigent household per month)	1 769	2 604	3 193	7 262	7 262	7 262	7 262	5 377	5 699	6 041
Net Service charges - water revenue	49 994	66 860	64 490	72 708	66 897	66 897	66 897	64 333	68 193	72 285
<b>Service charges - sanitation revenue</b>										
Total Service charges - sanitation revenue	30 299	31 703	33 924	40 335	41 343	41 343	41 343	42 755	45 321	48 040
less Revenue Foregone (in excess of free sanitation service to indigent households)										
less Cost of Free Basis Services (free sanitation service to indigent households)	5 320	6 096	6 371	7 773	7 773	7 773	7 773	8 240	8 734	9 258
Net Service charges - sanitation revenue	24 978	25 607	27 553	32 562	33 570	33 570	33 570	34 516	36 587	38 782
<b>Service charges - refuse revenue</b>										
Total refuse removal revenue	31 197	34 474	37 096	42 785	43 843	43 843	43 843	45 352	48 073	50 957
Total landfill revenue	-	-	-							
less Revenue Foregone (in excess of one removal a week to indigent households)	-	-	-							
less Cost of Free Basis Services (removed once a week to indigent households)	5 975	6 947	7 149	8 738	8 738	8 738	8 738	9 262	9 818	10 407
Net Service charges - refuse revenue	25 222	27 527	29 947	34 047	35 105	35 105	35 105	36 089	38 255	40 550

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
<b>REVENUE ITEMS:</b>										
<b>Other Revenue by source</b>										
Fuel Levy	6 597	-	-	-	-	-	-	-	-	-
Administrative Handling Fees	-	-	-	-	-	-	-	-	-	-
Advertisements	-	-	-	1	12	12	12	1	1	1
Building Plan Approval	-	-	-	1 696	1 300	1 300	1 300	1 798	1 906	2 020
Building Plan Clause Levy	-	-	-	138	138	138	138	146	155	164
Cemetery and Burial	-	-	-	583	583	583	583	630	667	707
Clearance Certificates	-	-	-	-	-	-	-	-	-	-
Collection Charges	-	-	-	106	106	106	106	112	119	126
Development Charges	-	-	-	530	200	200	200	572	607	643
Encroachment Fees	-	-	-	85	85	85	85	92	97	103
Escort Fees	-	-	-	85	85	85	85	90	95	101
Incidental Cash Surpluses	-	-	-	2	2	2	2	2	2	2
Insurance Refund	6 320	-	-	900	1 534	1 534	1 534	1 500	1 590	1 685
Legal Fees	-	-	-	106	106	106	106	112	119	126
Library Fees_Loan Fees	-	-	-	-	-	-	-	-	-	-
Library Fees_Membership	-	-	-	6	6	6	6	6	7	7
Municipal Information and Statistics	-	-	-	-	-	-	-	-	-	-
Objections and Appeals	-	-	-	-	-	-	-	-	-	-
Other Revenue	4 948	13 602	11 112	1	1	1	1	1	1	1
Photocopies and Faxes	-	-	-	56	61	61	61	60	63	67
Plan Printing and Duplicates	-	-	-	11	12	12	12	11	12	13
Private Jobs	-	-	-	6	11	11	11	7	7	8
Public Contributions and Donations	1 064	-	-	1 000	1 422	1 422	1 422	1 000	1 060	1 124
Royalties	-	-	-	1	1	1	1	1	1	1
Sub-division and Consolidation Fees	-	-	-	318	318	318	318	343	364	386
Tender Documents	-	-	-	85	85	85	85	90	95	101
Town Planning and Servitudes	-	-	-	1	1	1	1	1	1	1
Transaction Handling Fees	-	-	-	500	50	50	50	530	562	596
Valuation Services	-	-	-	265	265	265	265	286	303	322
<b>Total 'Other' Revenue</b>	<b>18 929</b>	<b>13 602</b>	<b>11 112</b>	<b>6 481</b>	<b>6 383</b>	<b>6 383</b>	<b>6 383</b>	<b>7 391</b>	<b>7 835</b>	<b>8 305</b>
<b>EXPENDITURE ITEMS:</b>										
<b>Employee related costs</b>										
Basic Salaries and Wages	104 968	111 896	125 052	137 902	137 073	137 073	137 073	153 025	161 522	171 173
Pension and UIF Contributions	16 978	18 494	20 710	23 151	22 995	22 995	22 995	25 811	27 658	29 317
Medical Aid Contributions	4 699	5 274	6 243	6 906	7 160	7 160	7 160	7 543	7 995	8 475
Overtime	4 494	5 505	6 726	6 333	6 519	6 519	6 519	7 233	7 667	8 127
Performance Bonus	-	-	-	450	450	450	450	485	514	545
Motor Vehicle Allowance	6 041	7 210	9 183	8 296	8 484	8 484	8 484	9 336	9 954	10 551
Cellphone Allowance	-	-	-	657	671	671	671	757	817	866
Housing Allowances	1 534	1 474	1 278	1 282	1 385	1 385	1 385	1 857	1 988	2 107
Other benefits and allowances	6 016	7 092	6 530	5 307	5 596	5 596	5 596	7 102	7 560	8 014
Payments in lieu of leave	2 003	2 023	1 864	2 000	2 000	2 000	2 000	2 000	2 120	2 247
Long service awards	605	669	663	714	723	723	723	939	995	1 055
Post-retirement benefit obligations	2 946	2 700	2 796	9 000	9 000	9 000	9 000	9 000	9 540	10 112
<b>sub-total</b>	<b>150 283</b>	<b>162 337</b>	<b>181 044</b>	<b>201 998</b>	<b>202 057</b>	<b>202 057</b>	<b>202 057</b>	<b>225 087</b>	<b>238 331</b>	<b>252 590</b>
<u>Less: Employees costs capitalised to PPE</u>										
<b>Total Employee related costs</b>	<b>150 283</b>	<b>162 337</b>	<b>181 044</b>	<b>201 998</b>	<b>202 057</b>	<b>202 057</b>	<b>202 057</b>	<b>225 087</b>	<b>238 331</b>	<b>252 590</b>

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>EXPENDITURE ITEMS:</b>										
<b>Contributions recognised - capital</b>										
<i>List contributions by contract</i>										
<b>Total Contributions recognised - capital</b>	-	-	-	-	-	-	-	-	-	-
<b>Depreciation &amp; asset impairment</b>										
Depreciation of Property, Plant & Equipment	24 695	28 837	24 122	25 805	25 805	25 805	25 805	23 566	23 566	23 566
Lease amortisation	-	-	-	-	-	-	-	-	-	-
Capital asset impairment	-	-	-	5 500	5 500	5 500	5 500	5 500	5 500	5 500
Depreciation resulting from revaluation of PPE	-	-	-	-	-	-	-	-	-	-
<b>Total Depreciation &amp; asset impairment</b>	24 695	28 837	24 122	31 305	31 305	31 305	31 305	29 066	29 066	29 066
<b>Bulk purchases</b>										
Electricity Bulk Purchases	51 494	54 774	54 930	58 734	58 734	58 734	58 734	70 206	71 249	75 524
Water Bulk Purchases	10 612	12 352	12 161	16 640	16 640	16 640	16 640	17 319	18 359	19 460
<b>Total bulk purchases</b>	62 105	67 126	67 091	75 374	75 374	75 374	75 374	87 526	89 607	94 984
<b>Transfers and grants</b>										
Cash transfers and grants	1 214	2 285	2 378	232	347	347	347	186	186	186
Non-cash transfers and grants	-	-	-	-	-	-	-	-	-	-
<b>Total transfers and grants</b>	1 214	2 285	2 378	232	347	347	347	186	186	186
<b>Contracted services</b>										
<i>Other</i>	20 941	21 083	23 687	245	-	-	-	-	-	-
<i>Air Pollution</i>				711	45	45	45	238	252	267
<i>Alien Vegetation Control</i>				328	397	397	397	1 097	1 163	1 233
<i>Animal Care</i>				59	328	328	328	291	308	327
<i>Auctioneers</i>				286	49	49	49	29	31	33
<i>Audit Committee</i>				-	286	286	286	310	329	349
<i>Building Contractor</i>				3 204	30	30	30	15	15	16
<i>Business and Financial Management</i>				187	8 168	8 168	8 168	4 294	4 514	4 749
<i>Catering Services</i>				339	208	208	208	104	104	110
<i>Clearing and Grass Cutting Services</i>				59	377	377	377	382	405	429
<i>Commissions and Committees</i>				-	78	78	78	157	166	176
<i>Communications</i>				1 516	-	-	-	10	10	11
<i>Electrical Contractors</i>				755	1 516	1 516	1 516	1 758	1 863	1 975
<i>Engineering_Civil</i>				74	895	895	895	1 921	2 036	2 159
<i>Employee Wellness</i>				1 960	55	55	55	-	-	-
<i>Fire Services</i>				196	1 960	1 960	1 960	1 945	2 062	2 185
<i>Geoinformatic Services</i>				49	126	126	126	-	-	-
<i>Graphic Designers</i>				2 586	86	86	86	38	40	43
<i>Haulage - Refuse</i>				490	3 728	3 728	3 728	3 755	3 980	4 219
<i>Human Resources</i>				718	490	490	490	485	514	545
<i>Laboratory Services - Water</i>				-	719	719	719	732	776	822
<i>Land and Quantity Surveyors</i>				868	-	-	-	-	-	-
<i>Legal Cost</i>				9 017	962	962	962	934	990	1 049
<i>Maintenance of Buildings and Facilities</i>				3 227	9 870	9 870	9 870	8 062	8 546	9 059
<i>Maintenance of Infrastructure Assets</i>				7 893	3 711	3 711	3 711	3 259	3 455	3 662
<i>Maintenance of Vehicles and Equipment</i>				294	8 321	8 321	8 321	8 125	8 612	9 129
<i>Management of Informal Settlements</i>				64	354	354	354	291	308	327
<i>Medical Examinations</i>				-	64	64	64	63	67	71
<i>Other</i>				2 443	-	-	-	-	-	-
<i>Personnel and Labour</i>				17	3 692	3 692	3 692	4 761	5 153	5 349
<i>Photographer</i>				38	10	10	10	16	17	19
<i>Quality Control</i>				245	38	38	38	39	41	44
<i>Refuse Removal</i>				1 740	200	200	200	336	356	377
<i>Research and Advisory</i>				1 043	1 415	1 415	1 415	460	487	516
<i>Security Services</i>				147	1 049	1 049	1 049	1 003	1 063	1 127
<i>Sewerage Services</i>				-	366	366	366	124	132	140
<i>Town Planner</i>				2 778	510	510	510	-	-	-
<i>Traffic Fines Management</i>				155	2 778	2 778	2 778	2 910	3 085	3 270
<i>Translators, Scribes and Editors</i>				26	155	155	155	157	167	177
<i>Transportation</i>				938	68	68	68	30	32	34
<i>Valuer and Assessors</i>				-	818	818	818	902	956	1 013
<b>sub-total</b>	20 941	21 083	23 687	44 695	53 920	53 920	53 920	49 031	52 036	55 008

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
<b>EXPENDITURE ITEMS:</b>										
Allocations to organs of state:										
Electricity	-	-	-							
Water	-	-	-							
Sanitation	-	-	-							
Other	-	-	-							
<b>Total contracted services</b>	<b>20 941</b>	<b>21 083</b>	<b>23 687</b>	<b>44 695</b>	<b>53 920</b>	<b>53 920</b>	<b>53 920</b>	<b>49 031</b>	<b>52 036</b>	<b>55 008</b>
<b>Other Expenditure By Type</b>										
Audit fees	2 723			3 308	3 560	3 560	3 560	3 473	3 681	3 902
General expenses	71 045	67 711	51 370		-	-	-	-	-	-
Collection costs	23 837			-	-	-	-	-	-	-
Contributions to 'other' provisions	55			-	-	-	-	-	-	-
Consultant fees				-	-	-	-	-	-	-
General expenses				-	-	-	-	-	-	-
List Other Expenditure by Type				-	-	-	-	-	-	-
Actuarial Losses				-	-	-	-	-	-	-
Advertising				984	962	962	962	808	856	908
Bank Charges, Facility and Card Fees				535	635	635	635	528	560	594
Bargaining Council				-	-	-	-	-	-	-
Bulk SMS				203	153	153	153	184	195	206
Bursaries (Employees)				245	245	245	245	250	265	280
Commission Paid				1 945	1 845	1 845	1 845	1 635	1 733	1 837
Courier and Delivery Services				14	14	14	14	13	14	15
Deeds				29	29	29	29	28	30	31
Dumping Fees (District Council)				4 003	3 159	3 159	3 159	2 419	2 564	2 718
Entertainment_Councillors				70	70	70	70	69	73	77
Entertainment_Mayor				34	34	34	34	34	36	38
Entertainment_Senior Management				15	15	15	15	11	11	12
External Computer Service				5 514	5 896	5 896	5 896	5 370	5 692	6 034
Full Time Union Representative				210	210	210	210	213	226	240
Indigent Relief				2 500	2 500	2 500	2 500	2 813	2 982	3 161
Insurance				1 520	2 146	2 146	2 146	2 003	2 124	2 251
Learnerships and Internships				-	3	3	3	-	-	-
Licences (Radio and Television)				202	127	127	127	343	363	385
Management Fee				972	852	852	852	943	1 000	1 060
Membership Fees				13	32	32	32	32	34	36
Municipal Services				6 670	6 670	6 670	6 670	6 576	6 971	7 389
Operating Leases				2 187	2 418	2 418	2 418	2 099	2 220	2 348
Other				69	-	-	-	60	64	68
Personnel Recruitment Costs				93	93	93	93	87	93	98
Post Box Rental				5	1	1	1	5	6	6
Postage				187	211	211	211	181	192	203
Printing, Publications and Books				148	130	130	130	193	196	208
Professional Bodies				1 970	1 970	1 970	1 970	1 974	2 092	2 218
Registration Fees, Seminars, Conferences, Workshops and Events				1 273	940	940	940	1 303	1 372	1 445
Remuneration to Ward Committees				316	316	316	316	550	583	618
Road Traffic and Other Fines				-	-	-	-	-	-	-
Resettlement Cost				56	56	56	56	54	58	61
Servitudes and Land Surveys				103	864	864	864	19	21	22
Signage				239	239	239	239	254	269	286
Skills Development Fund Levy				1 335	1 340	1 340	1 340	1 474	1 578	1 672
Sundry Hire Charges				320	502	502	502	1 261	1 337	1 417
System Access and Information Fees				118	178	178	178	114	121	128
Telemetric Systems				-	-	-	-	-	-	-
Telephone				1 160	1 154	1 154	1 154	692	734	778
Travel and Subsistence				1 815	1 599	1 599	1 599	1 418	1 501	1 588
Uniform and Protective Clothing				1 517	1 533	1 533	1 533	1 664	1 747	1 852
Vehicle Tracking				353	61	61	61	359	381	404
Workmen's Compensation Fund				1 050	1 050	1 050	1 050	1 000	1 060	1 124
<b>Total 'Other' Expenditure</b>	<b>97 659</b>	<b>67 711</b>	<b>51 370</b>	<b>43 298</b>	<b>43 811</b>	<b>43 811</b>	<b>43 811</b>	<b>42 508</b>	<b>45 033</b>	<b>47 717</b>
<b>Repairs and Maintenance</b>										
Employee related costs	-	-	-	51 273	53 529	53 529	53 529	57 085	60 623	64 260
Other materials	-	-	-	18 193	15 685	15 685	15 685	18 228	19 321	20 480
Contracted Services	-	-	-	22 747	24 404	24 404	24 404	23 263	24 659	26 139
Other Expenditure	23 837	27 370	20 647	12 286	13 230	13 230	13 230	10 302	10 920	11 575
<b>Total Repairs and Maintenance Expenditure</b>	<b>23 837</b>	<b>27 370</b>	<b>20 647</b>	<b>104 499</b>	<b>106 848</b>	<b>106 848</b>	<b>106 848</b>	<b>108 877</b>	<b>115 523</b>	<b>122 454</b>

# Supporting detail to Statement of Financial Position (Table SA3)

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>ASSETS</b>										
<b>Call investment deposits</b>										
Call deposits	50 530	38 033	40 655	12 033	40 655	40 655	40 655	-	-	-
Other current investments	-	-	-	-	-	-	-	-	-	-
<b>Total Call investment deposits</b>	<b>50 530</b>	<b>38 033</b>	<b>40 655</b>	<b>12 033</b>	<b>40 655</b>	<b>40 655</b>	<b>40 655</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Consumer debtors</b>										
Consumer debtors	136 916	160 237	159 906	245 814	250 574	250 574	250 574	293 521	338 911	387 025
Less: Provision for debt impairment	(112 189)	(132 565)	(126 299)	(191 110)	(190 434)	(190 434)	(190 434)	(223 839)	(257 243)	(290 648)
<b>Total Consumer debtors</b>	<b>24 727</b>	<b>27 672</b>	<b>33 607</b>	<b>54 705</b>	<b>60 140</b>	<b>60 140</b>	<b>60 140</b>	<b>69 682</b>	<b>81 668</b>	<b>96 378</b>
<b>Debt impairment provision</b>										
Balance at the beginning of the year	117 998	139 717	105 896	157 705	153 745	153 745	153 745	190 434	223 839	257 243
Contributions to the provision	50 056	6 571	41 243	33 404	36 689	36 689	36 689	33 404	33 404	33 404
Bad debts written off	(28 337)	(15 749)	(22 621)	-	-	-	-	-	-	-
<b>Balance at end of year</b>	<b>139 717</b>	<b>130 540</b>	<b>124 519</b>	<b>191 110</b>	<b>190 434</b>	<b>190 434</b>	<b>190 434</b>	<b>223 839</b>	<b>257 243</b>	<b>290 648</b>
<b>Property, plant and equipment (PPE)</b>										
PPE at cost/valuation (excl. finance leases)	777 767	833 351	923 184	1 080 429	1 038 400	1 038 400	1 038 400	1 168 993	1 232 791	1 331 887
Leases recognised as PPE	458	572	564	572	564	564	564	564	564	564
Less: Accumulated depreciation	120 016	133 385	157 485	214 919	223 490	223 490	223 490	247 415	271 340	295 265
<b>Total Property, plant and equipment (PPE)</b>	<b>658 209</b>	<b>700 539</b>	<b>766 263</b>	<b>866 082</b>	<b>815 473</b>	<b>815 473</b>	<b>815 473</b>	<b>922 142</b>	<b>962 015</b>	<b>1 037 187</b>
<b>LIABILITIES</b>										
<b>Current liabilities - Borrowing</b>										
Short term loans (other than bank overdraft)	-	-	-	-	-	-	-	-	-	-
Current portion of long-term liabilities	7 486	8 189	7 454	10 450	7 754	7 754	7 754	7 504	6 704	6 704
<b>Total Current liabilities - Borrowing</b>	<b>7 486</b>	<b>8 189</b>	<b>7 454</b>	<b>10 450</b>	<b>7 754</b>	<b>7 754</b>	<b>7 754</b>	<b>7 504</b>	<b>6 704</b>	<b>6 704</b>
<b>Trade and other payables</b>										
Trade Payables	46 084	39 109	41 447	50 085	68 366	68 366	68 366	67 612	68 796	68 706
Other creditors	-	306	422	-	-	-	-	-	-	-
Unspent conditional transfers	5 621	9 128	17 097	977	3 973	3 973	3 973	3 973	3 973	3 973
VAT	-	-	-	-	-	-	-	-	-	-
<b>Total Trade and other payables</b>	<b>51 705</b>	<b>48 542</b>	<b>58 966</b>	<b>51 062</b>	<b>72 339</b>	<b>72 339</b>	<b>72 339</b>	<b>71 585</b>	<b>72 769</b>	<b>72 679</b>
<b>Non current liabilities - Borrowing</b>										
Borrowing	95 389	87 200	79 746	111 283	84 355	84 355	84 355	107 596	108 105	109 605
Finance leases (including PPP asset element)	-	-	-	-	-	-	-	-	-	-
<b>Total Non current liabilities - Borrowing</b>	<b>95 389</b>	<b>87 200</b>	<b>79 746</b>	<b>111 283</b>	<b>84 355</b>	<b>84 355</b>	<b>84 355</b>	<b>107 596</b>	<b>108 105</b>	<b>109 605</b>
<b>Provisions - non-current</b>										
Retirement benefits	42 214	51 292	50 078	46 875	49 483	49 483	49 483	56 222	63 879	72 579
List other major provision items										
Refuse landfill site rehabilitation	34 941	67 656	77 230	71 641	88 967	88 967	88 967	94 305	99 963	105 961
Other	5 598	5 679	6 702	6 381	7 080	7 080	7 080	7 681	8 332	9 039
<b>Total Provisions - non-current</b>	<b>82 753</b>	<b>124 627</b>	<b>134 009</b>	<b>124 897</b>	<b>145 530</b>	<b>145 530</b>	<b>145 530</b>	<b>158 208</b>	<b>172 175</b>	<b>187 580</b>
<b>CHANGES IN NET ASSETS</b>										
<b>Accumulated Surplus/(Deficit)</b>										
Accumulated Surplus/(Deficit) - opening balance	520 329	559 319	597 945	676 386	668 171	668 171	668 171	691 984	746 381	772 566
GRAP adjustments	-	-	-	-	-	-	-	-	-	-
Restated balance	520 329	559 319	597 945	676 386	668 171	668 171	668 171	691 984	746 381	772 566
Surplus/(Deficit)	44 377	43 412	69 265	28 840	23 814	23 814	23 814	47 255	26 185	61 421
Appropriations to Reserves	(7 700)	(9 159)	(1 765)	(20 988)	(37 226)	(37 226)	(37 226)	(22 727)	(11 501)	(16 956)
Transfers from Reserves	14 822	4 373	2 725	20 988	37 226	37 226	37 226	29 869	11 501	16 956
Depreciation offsets	-	-	-	-	-	-	-	-	-	-
Other adjustments	-	-	-	-	-	-	-	-	-	-
<b>Accumulated Surplus/(Deficit)</b>	<b>571 827</b>	<b>597 945</b>	<b>668 171</b>	<b>705 225</b>	<b>691 984</b>	<b>691 984</b>	<b>691 984</b>	<b>746 381</b>	<b>772 566</b>	<b>833 987</b>
<b>Reserves</b>										
Housing Development Fund	-	-	-	-	-	-	-	-	-	-
Capital replacement	8 599	13 386	12 425	13 386	12 425	12 425	12 425	5 283	5 283	5 283
Self-insurance	-	-	-	-	-	-	-	-	-	-
Other reserves	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-
<b>Total Reserves</b>	<b>8 599</b>	<b>13 386</b>	<b>12 425</b>	<b>13 386</b>	<b>12 425</b>	<b>12 425</b>	<b>12 425</b>	<b>5 283</b>	<b>5 283</b>	<b>5 283</b>
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>580 427</b>	<b>611 331</b>	<b>680 596</b>	<b>718 611</b>	<b>704 410</b>	<b>704 410</b>	<b>704 410</b>	<b>751 664</b>	<b>777 849</b>	<b>839 269</b>



## Total Municipal Account

The effect of the proposed tariff and rate increases on households is illustrated below:

### Benchmarking Households based on 2019-20 tariffs

<b>Monthly Account For Household- "Low Income"</b> <b>Property Value: R100 000, Water: 6kl, Electricity 70kwh</b>				
<b>Rates and Services Charges</b>	<b>Current 2018-19</b>	<b>New Tariff 2019-20</b>	<b>Rand Difference</b>	<b>Percentage Increase</b>
Property Rates	-	-	-	
Elec: Basic Levy	53,37	60,35	6,98	13,07%
Elec: Consumption	110,36	124,78	14,42	13,07%
Water: Basic Levy	101,57	125,95	24,38	24,00%
Water: Consumption	39,12	48,51	9,39	24,00%
Sanitation	150,61	159,65	9,04	6,00%
Refuse Removal	169,30	179,46	10,16	6,00%
Other				
<b>Sub-Total</b>	<b>624,33</b>	<b>698,68</b>	<b>74,36</b>	<b>11,91%</b>
VAT on Services	93,65	104,80	11,15	11,91%
<b>Total Bill:</b>	<b>717,97</b>	<b>803,49</b>	<b>85,51</b>	<b>11,91%</b>

<b>Monthly Account For Household- "Affordable Range"</b> <b>Property Value: R997 000, Water: 15kl, Electricity 500kwh</b>				
<b>Rates and Services Charges</b>	<b>Current 2018-19</b>	<b>New Tariff 2019-20</b>	<b>Rand Difference</b>	<b>Percentage Increase</b>
Property Rates	648,45	687,35	38,91	6,00%
Elec: Basic Levy	53,37	60,35	6,98	13,07%
Elec: Consumption	788,25	891,27	103,02	13,07%
Water: Basic Levy	101,57	125,95	24,38	24,00%
Water: Consumption	109,59	135,89	26,30	24,00%
Sanitation	150,61	159,65	9,04	6,00%
Refuse Removal	169,30	179,46	10,16	6,00%
Other				
<b>Sub-Total</b>	<b>2 021,14</b>	<b>2 239,92</b>	<b>218,78</b>	<b>10,82%</b>
VAT on Services	205,90	232,88	26,98	13,10%
<b>Total Bill:</b>	<b>2 227,04</b>	<b>2 472,80</b>	<b>245,76</b>	<b>11,04%</b>

<b>Monthly Account For Household- "High Income"</b> <b>Property Value: R1 785 000, Water: 30kl, Electricity 1000kwh</b>				
<b>Rates and Services Charges</b>	<b>Current 2018-19</b>	<b>New Tariff 2019-20</b>	<b>Rand Difference</b>	<b>Percentage Increase</b>
Property Rates	1 168,79	1 238,92	70,13	6,00%
Elec: Basic Levy	53,37	60,35	6,98	13,07%
Elec: Consumption	1 576,50	1 782,55	206,05	13,07%
Water: Basic Levy	101,57	125,95	24,38	24,00%
Water: Consumption	353,49	438,33	84,84	24,00%
Sanitation	150,61	159,65	9,04	6,00%
Refuse Removal	169,30	179,46	10,16	6,00%
Other				
<b>Sub-Total</b>	<b>3 573,63</b>	<b>3 985,19</b>	<b>411,56</b>	<b>11,52%</b>
VAT on Services	360,73	411,94	51,21	14,20%
<b>Total Bill:</b>	<b>3 934,36</b>	<b>4 397,13</b>	<b>462,78</b>	<b>11,76%</b>

## 18. Municipal manager's quality certificate

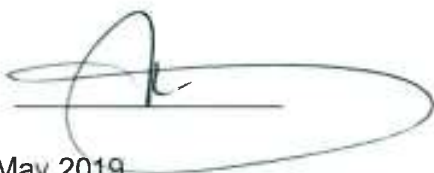
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I, GF Matthyse, Municipal Manager of Theewaterskloof Municipality (WC031), hereby certify that the Annual Budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the Annual Budget and supporting documents are consistent with the Integrated Development Plan of the Municipality.

Print Name: GF Matthyse

Municipal Manager of: Theewaterskloof Municipality (WC031)

Signature: \_\_\_\_\_



Date: 28 May 2019

Print Name: D Louw

Chief Financial Officer of: Theewaterskloof Municipality (WC031)

Signature: \_\_\_\_\_



Date: 28 May 2019