

ANNUAL BUDGET
OF
ELIAS MOTSOALEDI
LOCAL MUNICIPALITY



2019/20 TO 2021/22
MEDIUM TERM REVENUE AND
EXPENDITURE FORECASTS

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PART 1 – ANNUAL BUDGET

Executive Summary

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

Section 17 of Municipal Finance Management Act (MFMA) requires the municipality to prepare an annual budget in the prescribed format.

National Treasury's MFMA circular 93 and 94 have been used as guidance for the compilation of the 2019/20 MTREF.

The main challenges experienced during the compilation of the 2019/20 MTREF can be summarized as follows

- Ageing and poorly maintained roads and electricity infrastructure
- The need to re-prioritize projects and expenditure within the existing resource-based given the cash flow realities and declining cash position of the municipality.
- Increased cost of bulk electricity due to tariff increases (9,41%) from ESKOM which is placing pressure on service tariffs to residence and other consumers.
- Salaries and wage increases for municipal staff as well as the need to fill all active vacant positions.
- Affordability of capital projects - original allocations on certain capital projects had to be reduced and some projects had to be shifted to the outer years of the 2019/20 MTREF.
- Limited and/or very minimal surplus anticipated to be realized from operating budget makes it difficult to accommodate all the wards within the area of jurisdiction of the municipality in terms of capital projects implementations

The following budget principles and guidelines directly informed the compilation the 2019/20 MTREF:

- The 2018/19 adjustment budget priorities and targets as well as the base line allocations contained in that adjustment were adopted as the upper limits for the new base lines for the 2019/20 annual budget.
- Tariffs and property rates increases should be affordable and should generally not exceed the 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, for example: cost of bulk electricity. In addition, we had to ensure that our tariffs remained or moved towards being cost reflective, and had to take into account the need to address infrastructure backlogs.
- Capital projects and activities funded from external grants are budgeted as per the gazetted amount as outlined in 2019/20 Division of Revenue Act (DoRA).
- In addition to cost containment to be implemented by the municipality, the following items and allocations thereof had to be kept at minimum level:
 - Consultants and Professional Fees;
 - Special Projects and Events;

- Refreshments and Entertainment (R2 000 allocated per directorate for the entire financial year);
- Ad hoc travelling;
- Subsistence, Travelling and conference fees;
- Telephone and cell phone subscriptions;
- Issuing of Material and Store items, and
- Overtime.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2019/20 Medium Term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2019/20 MTREF

| Description | 2019/20 | 2020/21 | 2021/22 |
|-----------------------------------|--------------------|--------------------|--------------------|
| Total Revenue | 572 899 405 | 604 284 867 | 641 940 816 |
| Less: Transfer recognized capital | 73 921 000 | 74 234 000 | 75 773 000 |
| Operating revenue | 498 978 405 | 530 050 867 | 566 167 816 |
| | | | |
| Total Expenditure | 491 500 732 | 521 980 986 | 548 941 532 |
| | | | |
| Surplus/(Deficit) | 7 477 674 | 8 069 881 | 17 226 285 |
| | | | |
| Capital Expenditure | 77 424 685 | 85 463 675 | 86 291 078 |

Total operating revenue for 2019/20 financial year amounts to R498, 978 million and the budget increases steadily in the outer financial years and the same applies to operating expenditure budget.

The above table is also used as a tool for testing if the draft budget is going to have deficit or surplus throughout the 2019/20 MTREF, and as presented, the budget has a surplus of R7, 478 million; R8, 070 million and R17, 226 million respectively through the MTREF period.

1.2 Operating Revenue Framework

For Elias Motsoaledi Local Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of this municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to setting of tariff increases and balancing expenditures against realistically anticipated revenues and prioritization of capital projects as contained in the Integrated Development Plan (i.e. the needs of all wards within Elias Motsoaledi Local Municipality).

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

- National Treasury's guidelines and macroeconomic policy;
- Efficient revenue management, which aims to ensure 85% annual collection rate for property rates and other key service charges;
- Electricity tariff increases that are approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The following table is a summary of the 2019/20 MTREF (classified by main revenue source):

Table 2 Summary of revenue classified by main revenue source

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | 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 |
| Revenue By Source | | | | | | | | | | |
| Property rates | 22 395 | 25 815 | 25 978 | 36 650 | 33 010 | 33 010 | 23 286 | 34 727 | 36 602 | 38 579 |
| Service charges - electricity revenue | 65 104 | 70 745 | 67 575 | 89 298 | 81 798 | 81 798 | 61 532 | 86 051 | 90 698 | 95 595 |
| Service charges - water revenue | - | - | - | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | - | - | - | - | - | - | - | - | - | - |
| Service charges - refuse revenue | 3 684 | 6 506 | 7 299 | 12 249 | 8 127 | 8 127 | 5 310 | 8 550 | 9 011 | 9 498 |
| Rental of facilities and equipment | 2 213 | 1 319 | 944 | 1 220 | 1 000 | 1 000 | 554 | 1 052 | 1 109 | 1 169 |
| Interest earned - external investments | 4 290 | 2 889 | 2 928 | 3 000 | 2 800 | 2 800 | 1 241 | 2 946 | 3 105 | 3 272 |
| Interest earned - outstanding debtors | 5 872 | 6 469 | 9 693 | 8 161 | 6 692 | 6 692 | 4 062 | 7 040 | 7 421 | 7 821 |
| Dividends received | | | | | | | | | | |
| Fines, penalties and forfeits | 2 413 | 50 885 | 67 325 | 73 218 | 70 209 | 70 209 | 21 749 | 73 860 | 77 848 | 82 052 |
| Licences and permits | 4 257 | 5 255 | 4 956 | 4 950 | 5 200 | 5 200 | 3 195 | 5 470 | 5 766 | 6 077 |
| Agency services | | | | | | | | | | |
| Transfers and subsidies | 216 652 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 180 023 | 277 618 | 296 737 | 320 255 |
| Other revenue | 3 423 | 8 098 | 11 118 | 2 761 | 1 582 | 1 582 | 940 | 1 664 | 1 754 | 1 849 |
| Gains on disposal of PPE | | | | | | | | | | |
| Total Revenue (excluding capital transfers and contributions) | 330 303 | 391 085 | 423 980 | 476 784 | 455 697 | 455 697 | 301 892 | 498 978 | 530 051 | 566 168 |

Table 3 Percentage Growth in revenue by main revenue source

| Description | 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | | | | |
|---|----------------|---|---------------------|------|------------------------|------|------------------------|
| | | % | Budget Year 2019/20 | % | Budget Year +2 2020/21 | % | Budget Year +2 2021/22 |
| Revenue By Source | | | | | | | |
| Property rates | 33 010 | 5.2% | 34 727 | 5.4% | 36 602 | 5.4% | 38 579 |
| Service charges | 89 925 | 5.2% | 94 601 | 5.4% | 99 709 | 5.4% | 105 094 |
| Rental of facilities and equipment | 1 000 | 5.2% | 1 052 | 5.4% | 1 109 | 5.4% | 1 169 |
| Interest earned - external investments | 2 800 | 5.2% | 2 946 | 5.4% | 3 105 | 5.4% | 3 272 |
| Interest earned - outstanding debtors | 6 692 | 5.2% | 7 040 | 5.4% | 7 421 | 5.4% | 7 821 |
| Fines, penalties and forfeits | 70 209 | 5.2% | 73 860 | 5.4% | 77 848 | 5.4% | 82 052 |
| Licences and permits | 5 200 | 5.6% | 5 491 | 5.0% | 5 766 | 5.4% | 6 077 |
| Transfers and subsidies | 245 278 | 13.2% | 277 618 | 6.9% | 296 737 | 7.9% | 320 255 |
| Other revenue | 1 582 | 5.2% | 1 664 | 5.4% | 1 754 | 5.4% | 1 849 |
| Total Revenue (excluding capital transf) | 455 697 | | 498 999 | | 530 051 | | 566 168 |

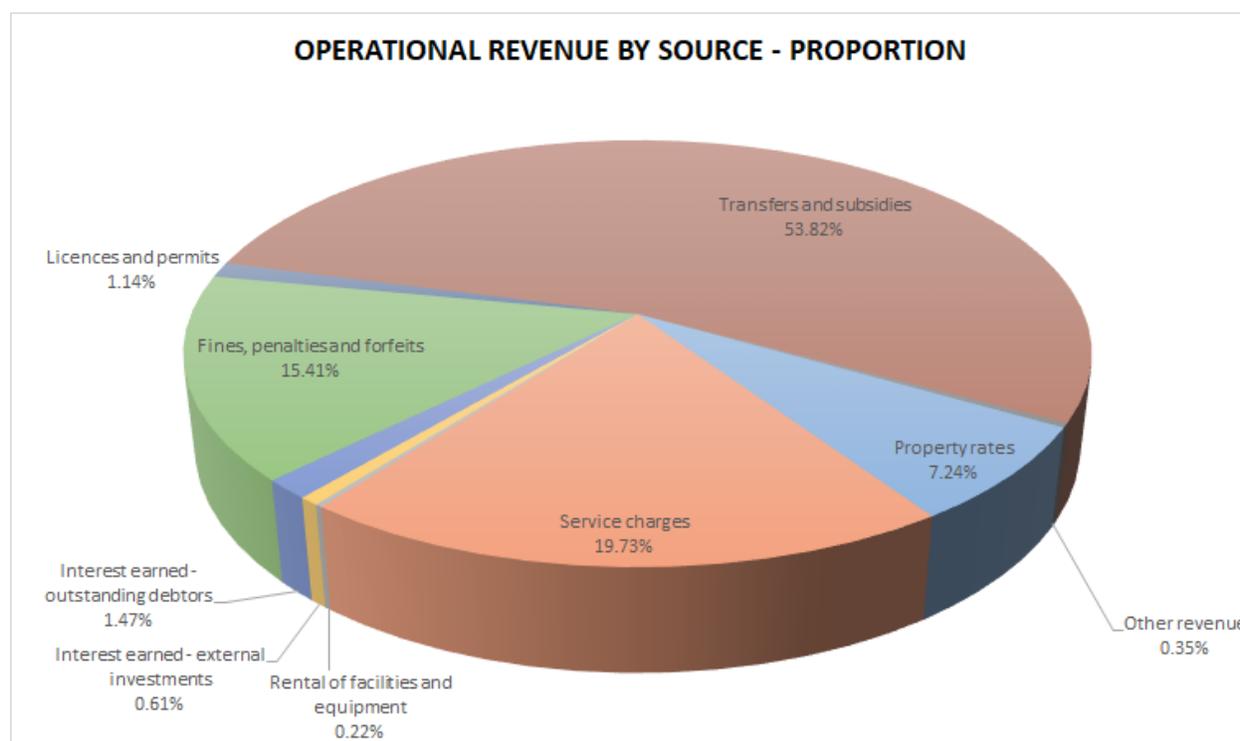


Figure 1 Main operational revenue categories for the 2019/20 financial year

In line with the formats prescribed by the Municipal Budget and Reporting Regulations (MBRR), transfer recognized - capital is excluded from the operating revenue statement, as inclusion of this revenue source would distort the calculation of the operating surplus/deficit.

Revenue generated from operational grants amounts to 53, 82% (2018/19 financial year) making it clear that the Municipality is still grants dependent, however the level of dependency is gradually

going down. In addition, revenue to be generated from rates and services charges amounts to 7, 24% and 19, 73% respectively. In the 2018/19 financial year, revenue from rates and services charges add up to R122, 935 million or 26, 97%. This increases to R129, 328 million, and R136, 312 million in the respective financial years of the MTREF.

Service charges is the second largest revenue source totaling 18, 96% or R94, 601 million and increases to R99, 709 million and R105, 094 million respectively in the outer years. The third largest source is fines that amounts to R73, 860 million in 2019/20 financial year and R77, 848 million and R82, 052 million respectively in the outer years.

1.3 Operating Expenditure Framework

The Municipality's expenditure framework for the 2019/20 budget and MTREF is informed by the following:

- The renewal of existing assets and the repairs and maintenance needs;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The alignment of capital programme to the asset renewal requirement as per MBRR;
- Operational surplus will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of no project plans no budget. If there is no business plan no funding allocation will be made.

The following table is a high level summary of the 2019/20 budget and MTREF (classified per main type of operating expenditure):

Table 5 Summary of operating expenditure by standard classification item

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|---------------------------------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | 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 | | | | | | | | | | |
| Expenditure By Type | | | | | | | | | | |
| Employee related costs | 112 151 | 117 781 | 127 202 | 134 149 | 130 473 | 130 473 | 95 208 | 151 305 | 161 257 | 169 803 |
| Remuneration of councillors | 19 061 | 20 298 | 22 874 | 25 070 | 24 291 | 24 291 | 15 490 | 25 554 | 27 266 | 28 093 |
| Debt impairment | 8 130 | 21 128 | 74 839 | 53 421 | 55 000 | 55 000 | 31 176 | 57 860 | 60 984 | 61 899 |
| Depreciation & asset impairment | 49 728 | 47 998 | 53 654 | 51 181 | 51 181 | 51 181 | 25 989 | 53 842 | 56 749 | 57 814 |
| Finance charges | 2 141 | 1 426 | 281 | 2 500 | 2 900 | 2 900 | 618 | 2 490 | 1 134 | 53 |
| Bulk purchases | 60 361 | 65 729 | 68 602 | 80 000 | 70 000 | 70 000 | 46 858 | 76 587 | 88 381 | 102 081 |
| Other materials | 9 606 | 12 873 | 9 806 | 17 094 | 8 909 | 8 909 | 6 017 | 9 278 | 9 779 | 10 008 |
| Contracted services | 36 111 | 43 080 | 67 951 | 56 834 | 59 841 | 59 841 | 42 663 | 59 885 | 62 884 | 63 953 |
| Transfers and subsidies | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |
| Other expenditure | 66 734 | 161 695 | 93 908 | 46 656 | 42 994 | 42 994 | 32 280 | 50 959 | 49 603 | 51 082 |
| Loss on disposal of PPE | 3 790 | 3 360 | 1 470 | - | - | - | - | - | - | - |
| Total Expenditure | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 297 578 | 491 501 | 521 981 | 548 942 |

The budgeted allocation for employee related costs and remuneration of councillors for the 2019/20 financial year totals R176, 859 million, which equals 35, 98% of the total operating expenditure. Based on MFMA circular 94, the three-year salary increases have been factored into this budget at CPI percentage increase of 5, 2% for the 2019/20 financial year and annual increase of 5, 4% and 5, 4% have been included in the two outer years of the MTREF relating to

remuneration of councilors. An increase relating to employee related cost is due to prior year pro-rata budget for vacant position however in the current budget; vacant positions are budgeted 100%.

The cost associated with the remuneration of Councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

The provision of debt impairment was determined based on the annual average collection rate of 50 per cent and the Debt Write-off Policy of the Municipality. For the 2019/20 financial year this amount equates to R57, 860 million and escalates to R60, 984 million in 2020/21 and R61, 899 million 2021/22. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate for asset consumption. Budget appropriations in this regard total R53, 842 million for the 2019/20 financial year and equates to 10.92% of the total operating expenditure. Cognizance should be taken that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. Note should therefore be taken that depreciation and asset impairment as well as debt impairment constitute non-cash items and as a result they are excluded when determining surplus to be expended for funding capital projects.

Bulk purchase is directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure includes distribution losses. MFMA circular 94 outlines the set tariff increase for municipal bulk purchase from Eskom of 9, 41% that is deemed significant relative to the 2018/19 tariff increase of 2, 09%.

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

Contracted services comprise of 12, 18 % or R59 885 million of the total operational budget for the 2019/20 financial year and increases to R62, 884 million and R63, 953 million in the two respective outer years. The norm for contracted services is 2% to 5% and as a result, the budget for contracted services through the MTREF period is considered to be excessive.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

The following diagram gives a breakdown of the main expenditure categories for the 2019/20 financial year.

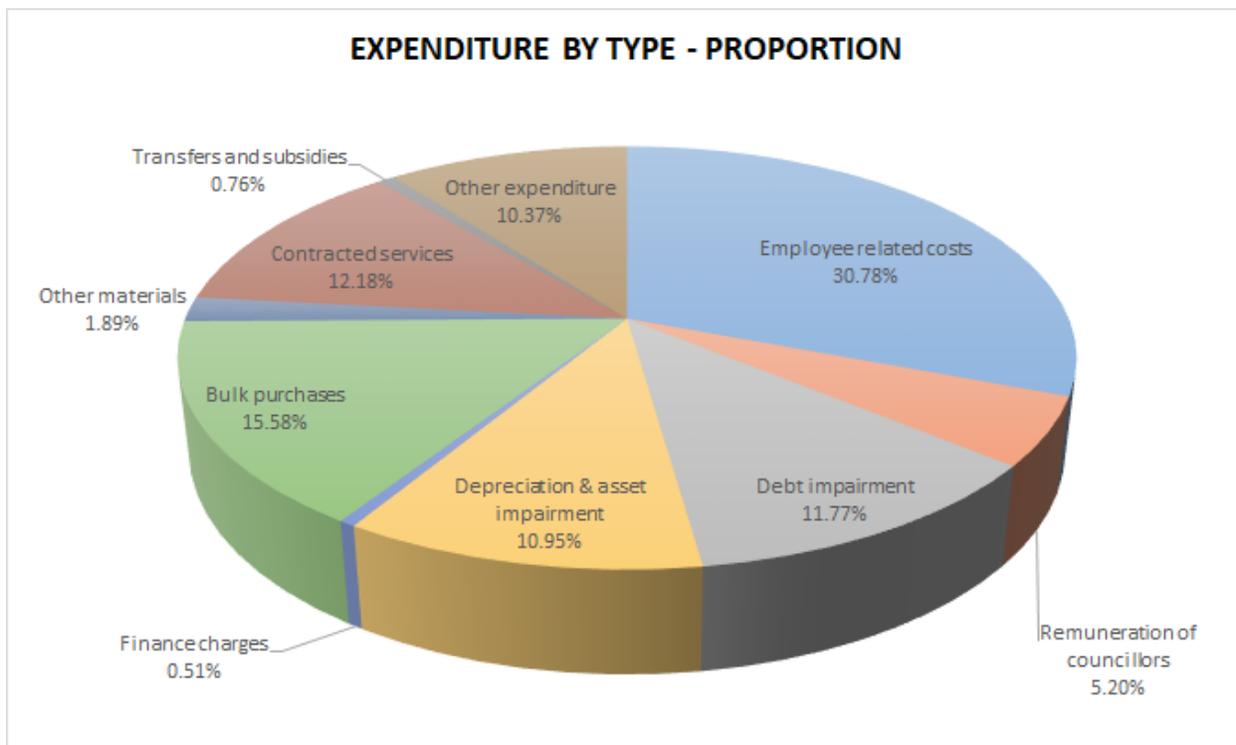


Figure 2 Main operational expenditure categories for the 2019/20 financial year

1.3.1 Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2019/20 budget and MTREF provide for budget appropriations in the area of asset maintenance, as informed by the asset renewal and repairs and maintenance needs. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

During the compilation of the 2019/20 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance. In this MTREF, repairs and maintenance budget has been increased from R8, 909 million in 2018/19 to R9, 278 million in 2019/20 then increases to R9, 779 million and R10, 008 million respectively in the outer years. In addition, the municipality is still experiencing budgetary constraints to can meet the required 8% that repairs and maintenance should contribute towards property, plant and equipment; and investment property. In relation to property, plant and equipment, repairs and maintenance comprises of 1, 88% throughout the MTREF period and this percentage is however way below the set norm of 8% as stipulated by National Treasury.

1.3.2 Free Basic Services: Basic Social Services Package

The social package assists of households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. Details relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained in Table 10 MBRR A10 (Basic Service Delivery Measurement) on.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act and this package covers all the basic services provided by EMLM and these services include, property rates rebates, service charges electricity, and refuse removal.

Other expenditure

Other expenditure comprises of amongst others general expenses; assets less capitalization threshold. Increase of 9.22% is as a result of operational projects in development planning department.

1.5 Annual Budget Tables

The following tables present the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2019/20 draft budget and MTREF. Each table is accompanied by explanatory notes thereof.

Table 8 MBRR Table A1 - Budget Summary

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & | | |
|--|-----------------|------------------|-----------------|----------------------|-----------------|--------------------|-------------------|-------------------------------|------------------------|------------------------|
| | 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 thousands | | | | | | | | | | |
| Financial Performance | | | | | | | | | | |
| Property rates | 22 395 | 25 815 | 25 978 | 36 650 | 33 010 | 33 010 | 23 286 | 34 727 | 36 602 | 38 579 |
| Service charges | 68 787 | 77 251 | 74 874 | 101 546 | 89 925 | 89 925 | 66 843 | 94 601 | 99 709 | 105 094 |
| Investment revenue | 4 290 | 2 889 | 2 928 | 3 000 | 2 800 | 2 800 | 1 241 | 2 946 | 3 105 | 3 272 |
| Transfers recognised - operational | 216 652 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 180 023 | 277 618 | 296 737 | 320 255 |
| Other own revenue | 18 178 | 72 026 | 94 037 | 90 309 | 84 683 | 84 683 | 30 499 | 89 087 | 93 898 | 98 968 |
| Total Revenue (excluding capital transfers and contributions) | 330 303 | 391 085 | 423 980 | 476 784 | 455 697 | 455 697 | 301 892 | 498 978 | 530 051 | 566 168 |
| Employee costs | 112 151 | 117 781 | 127 202 | 134 149 | 130 473 | 130 473 | 95 208 | 151 305 | 161 257 | 169 803 |
| Remuneration of councillors | 19 061 | 20 298 | 22 874 | 25 070 | 24 291 | 24 291 | 15 490 | 25 554 | 27 266 | 28 093 |
| Depreciation & asset impairment | 49 728 | 47 998 | 53 654 | 51 181 | 51 181 | 51 181 | 25 989 | 53 842 | 56 749 | 57 814 |
| Finance charges | 2 141 | 1 426 | 281 | 2 500 | 2 900 | 2 900 | 618 | 2 490 | 1 134 | 53 |
| Materials and bulk purchases | 69 966 | 78 603 | 78 408 | 97 094 | 78 909 | 78 909 | 52 875 | 85 865 | 98 161 | 112 088 |
| Transfers and grants | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |
| Other expenditure | 114 765 | 229 263 | 238 169 | 156 910 | 157 835 | 157 835 | 106 119 | 168 704 | 173 471 | 176 935 |
| Total Expenditure | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 297 578 | 491 501 | 521 981 | 548 942 |
| Surplus/(Deficit) | (38 788) | (104 990) | (97 448) | 5 476 | 6 528 | 6 528 | 4 314 | 7 478 | 8 070 | 17 226 |
| Transfers and subsidies - capital (National) | 77 188 | 68 930 | 97 901 | 63 830 | 64 279 | 64 279 | 44 968 | 73 921 | 74 234 | 75 773 |
| Contributions recognised - capital & contributed assets | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 282 | 81 399 | 82 304 | 92 999 |
| Share of surplus/ (deficit) of associate | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 282 | 81 399 | 82 304 | 92 999 |
| Capital expenditure & funds sources | | | | | | | | | | |
| Capital expenditure | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 63 572 | 77 425 | 85 464 | 86 291 |
| Transfers recognised - capital | 77 188 | 68 895 | 83 864 | 55 504 | 55 953 | 55 953 | 47 408 | 64 279 | 64 551 | 65 890 |
| Borrowing | - | - | - | - | - | - | - | - | - | - |
| Internally generated funds | 31 200 | 11 770 | 23 699 | 20 365 | 15 417 | 15 417 | 16 163 | 13 146 | 20 912 | 20 402 |
| Total sources of capital funds | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 63 572 | 77 425 | 85 464 | 86 291 |
| Financial position | | | | | | | | | | |
| Total current assets | 58 124 | 87 618 | 65 342 | 120 845 | 127 079 | 127 079 | 157 557 | 106 607 | 127 146 | 163 927 |
| Total non current assets | 979 292 | 1 006 770 | 1 018 848 | 1 083 492 | 1 083 492 | 1 083 492 | 1 044 799 | 1 125 039 | 1 163 275 | 1 174 057 |
| Total current liabilities | 69 263 | 99 680 | 91 339 | 73 138 | 66 949 | 66 949 | 111 367 | 81 731 | 88 976 | 76 270 |
| Total non current liabilities | 95 865 | 89 811 | 98 206 | 116 629 | 109 192 | 109 192 | 121 240 | 63 696 | 53 460 | 53 708 |
| Community wealth/Equity | 872 288 | 904 896 | 894 645 | 1 014 570 | 1 034 431 | 1 034 431 | 969 748 | 1 086 220 | 1 147 986 | 1 208 006 |
| Cash flows | | | | | | | | | | |
| Net cash from (used) operating | 22 790 | 98 321 | - | 83 769 | 90 520 | 90 520 | - | 89 772 | 101 535 | 108 891 |
| Net cash from (used) investing | (30 567) | (81 193) | - | (71 869) | (65 801) | (65 801) | - | (77 425) | (85 464) | (86 291) |
| Net cash from (used) financing | (5 415) | (8 149) | - | (9 829) | (6 640) | (6 640) | - | (9 686) | (11 050) | (2 504) |
| Cash/cash equivalents at the year end | 11 965 | 20 944 | - | 18 038 | 24 273 | 24 273 | - | 26 934 | 31 956 | 52 052 |
| Cash backing/surplus reconciliation | | | | | | | | | | |
| Cash and investments available | 11 965 | 20 944 | 6 194 | 18 038 | 24 273 | 24 273 | 9 204 | 26 934 | 31 956 | 52 052 |
| Application of cash and investments | 28 276 | 45 957 | 81 839 | (147) | 1 771 | 1 771 | 91 311 | 24 617 | 21 723 | 8 000 |
| Balance - surplus (shortfall) | (16 310) | (25 013) | (75 644) | 18 185 | 22 502 | 22 502 | (82 108) | 2 318 | 10 232 | 44 052 |
| Asset management | | | | | | | | | | |
| Asset register summary (WDV) | 604 259 | 687 954 | 951 854 | 733 798 | 733 798 | 733 798 | 733 798 | 1 057 709 | 1 095 896 | 1 106 678 |
| Depreciation | 49 728 | 47 998 | 53 654 | 51 181 | 51 181 | 51 181 | 51 181 | 53 842 | 56 749 | 59 814 |
| Renewal and Upgrading of Existing Assets | 30 190 | 40 622 | 50 504 | 37 072 | 36 109 | 36 109 | 36 109 | 7 478 | 31 847 | 31 323 |
| Repairs and Maintenance | 9 337 | 10 353 | 12 305 | 17 950 | 10 374 | 10 374 | 10 374 | 10 617 | 11 191 | 11 795 |
| Free services | | | | | | | | | | |
| Cost of Free Basic Services provided | 1 | 1 | - | - | - | - | - | - | - | - |
| Revenue cost of free services provided | 5 235 | 8 568 | 5 628 | 9 112 | 9 112 | 9 112 | 9 622 | 9 586 | 10 104 | 10 649 |
| Households below minimum service level | | | | | | | | | | |
| Energy: | 3 | 3 | - | 4 | 4 | 4 | 3 | 3 | 3 | 3 |
| Refuse: | 50 | 50 | - | 50 | 50 | 50 | 54 | 54 | 54 | 54 |

Explanatory notes to MBRR 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 contained in the draft budget for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure net of non-cash items) is positive over the MTREF period.
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognised is reflected on the Financial Performance Budget;
 - ii. Internally generated funds are financed from a combination of the current operating surplus. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. The Cash backing/surplus reconciliation shows that the municipality does not have reserves and consequently many of its obligations are not cash-backed. This place the municipality in a very vulnerable financial position with regards to replacement of assets since no capital replacement reserve is in place. Notwithstanding the absence of capital replacement reserves, at least the municipality is not operating on an overdraft nor funding some of its capital projects through direct borrowings. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality has dropped and this is attributed to offering free basic services only to indigents and this function is not yet optimized.

Table 9 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

| Functional Classification 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 |
| Revenue - Functional | | | | | | | | | |
| Governance and administration | 248 338 | 253 047 | 183 232 | 203 714 | 198 283 | 198 283 | 214 154 | 230 028 | 245 262 |
| Executive and council | 930 | - | 35 581 | 42 873 | 42 873 | 42 873 | 46 509 | 49 373 | 52 340 |
| Finance and administration | 247 408 | 253 047 | 141 249 | 152 939 | 147 508 | 147 508 | 159 093 | 171 633 | 183 158 |
| Internal audit | - | - | 6 402 | 7 902 | 7 902 | 7 902 | 8 552 | 9 021 | 9 763 |
| Community and public safety | 2 711 | 45 | 9 881 | 18 637 | 18 650 | 18 650 | 21 181 | 21 908 | 25 621 |
| Community and social services | 2 710 | 45 | 3 412 | 7 973 | 7 973 | 7 973 | 9 236 | 9 497 | 11 726 |
| Sport and recreation | 1 | - | 6 469 | 10 664 | 10 677 | 10 677 | 11 945 | 12 410 | 13 895 |
| Public safety | - | - | - | - | - | - | - | - | - |
| Housing | - | - | - | - | - | - | - | - | - |
| Health | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | 76 852 | 115 853 | 206 569 | 185 532 | 182 239 | 182 239 | 194 492 | 204 075 | 217 500 |
| Planning and development | 1 186 | 1 635 | 6 605 | 17 319 | 17 107 | 17 107 | 19 966 | 19 151 | 21 414 |
| Road transport | 75 666 | 114 218 | 199 121 | 167 196 | 164 114 | 164 114 | 173 256 | 183 714 | 194 134 |
| Environmental protection | - | - | 842 | 1 018 | 1 018 | 1 018 | 1 270 | 1 210 | 1 952 |
| Trading services | 79 589 | 91 070 | 122 199 | 132 730 | 120 804 | 120 804 | 143 072 | 148 275 | 153 559 |
| Energy sources | 75 904 | 84 564 | 91 510 | 109 537 | 102 039 | 102 039 | 118 662 | 125 681 | 129 718 |
| Water management | - | - | - | - | - | - | - | - | - |
| Waste water management | - | - | - | - | - | - | - | - | - |
| Waste management | 3 685 | 6 506 | 30 689 | 23 193 | 18 765 | 18 765 | 24 410 | 22 594 | 23 840 |
| Other | - | - | - | - | - | - | - | - | - |
| Total Revenue - Functional | 407 491 | 460 015 | 521 880 | 540 614 | 519 975 | 519 975 | 572 899 | 604 285 | 641 941 |
| Expenditure - Functional | | | | | | | | | |
| Governance and administration | 217 668 | 258 940 | 213 465 | 182 866 | 184 555 | 184 555 | 202 360 | 210 453 | 217 350 |
| Executive and council | 35 980 | 35 425 | 39 711 | 42 558 | 39 998 | 39 998 | 45 497 | 48 319 | 51 236 |
| Finance and administration | 176 275 | 215 183 | 167 531 | 132 513 | 135 446 | 135 446 | 148 004 | 152 770 | 156 504 |
| Internal audit | 5 413 | 8 333 | 6 223 | 7 795 | 9 111 | 9 111 | 8 860 | 9 364 | 9 610 |
| Community and public safety | 9 325 | 12 895 | 14 010 | 18 191 | 15 276 | 15 276 | 19 419 | 20 644 | 21 733 |
| Community and social services | 4 577 | 5 518 | 6 687 | 7 709 | 5 563 | 5 563 | 8 381 | 8 925 | 9 388 |
| Sport and recreation | 4 749 | 7 378 | 7 323 | 10 482 | 9 713 | 9 713 | 11 037 | 11 719 | 12 344 |
| Public safety | - | - | - | - | - | - | - | - | - |
| Housing | - | - | - | - | - | - | - | - | - |
| Health | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | 53 433 | 103 151 | 125 722 | 142 333 | 133 138 | 133 138 | 143 284 | 149 998 | 154 315 |
| Planning and development | 11 171 | 18 070 | 14 195 | 16 988 | 15 813 | 15 813 | 15 905 | 15 240 | 14 365 |
| Road transport | 40 800 | 83 994 | 110 877 | 124 365 | 116 597 | 116 597 | 126 535 | 133 863 | 139 011 |
| Environmental protection | 1 463 | 1 087 | 650 | 981 | 728 | 728 | 843 | 896 | 939 |
| Trading services | 88 664 | 121 089 | 168 230 | 127 918 | 116 200 | 116 200 | 126 438 | 140 886 | 155 543 |
| Energy sources | 65 530 | 98 785 | 140 094 | 105 653 | 92 646 | 92 646 | 100 113 | 113 013 | 126 671 |
| Water management | - | - | - | - | - | - | - | - | - |
| Waste water management | - | - | - | - | - | - | - | - | - |
| Waste management | 23 135 | 22 304 | 28 136 | 22 265 | 23 554 | 23 554 | 26 326 | 27 873 | 28 872 |
| Other | - | - | - | - | - | - | - | - | - |
| Total Expenditure - Functional | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 491 501 | 521 981 | 548 942 |
| Surplus/(Deficit) for the year | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 81 399 | 82 304 | 92 999 |

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

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into different functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
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.

Table 10 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

| Vote Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | 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 |
| Revenue by Vote | | | | | | | | | |
| Vote 1 - Executive & Council | – | – | 31 540 | 38 168 | 38 168 | 38 168 | 41 063 | 43 608 | 45 833 |
| Vote 2 - Office of the Municipal Manager | 930 | – | 15 805 | 31 469 | 31 469 | 31 469 | 34 831 | 36 147 | 39 856 |
| Vote 3 - Budget & Treasury | 247 402 | 253 036 | 83 272 | 64 695 | 59 272 | 59 272 | 65 490 | 74 788 | 80 378 |
| Vote 4 - Corporate Services | 6 | 12 | 34 041 | 39 939 | 39 931 | 39 931 | 42 002 | 43 453 | 45 679 |
| Vote 5 - Community Services | 13 068 | 62 691 | 131 423 | 127 644 | 120 478 | 120 478 | 133 859 | 137 546 | 148 504 |
| Vote 6 - Technical Services | 143 712 | 141 006 | 211 539 | 211 110 | 203 280 | 203 280 | 225 312 | 238 597 | 249 282 |
| Vote 7 - Developmental Planning | 1 186 | 1 635 | 1 529 | 11 493 | 11 282 | 11 282 | 13 150 | 12 315 | 13 095 |
| Vote 8 - Executive Support | 1 186 | 1 635 | 12 731 | 16 094 | 16 094 | 16 094 | 17 193 | 17 831 | 19 315 |
| Total Revenue by Vote | 407 491 | 460 015 | 521 880 | 540 614 | 519 975 | 519 975 | 572 899 | 604 285 | 641 941 |
| Expenditure by Vote to be appropriated | | | | | | | | | |
| Vote 1 - Executive & Council | 29 961 | 31 808 | 36 404 | 37 886 | 35 307 | 35 307 | 40 584 | 43 107 | 45 747 |
| Vote 2 - Office of the Municipal Manager | 21 217 | 27 365 | 20 075 | 31 112 | 37 306 | 37 306 | 36 906 | 39 013 | 40 154 |
| Vote 3 - Budget & Treasury | 111 996 | 128 458 | 89 906 | 47 233 | 51 072 | 51 072 | 55 258 | 58 534 | 60 888 |
| Vote 4 - Corporate Services | 22 109 | 40 771 | 39 301 | 37 865 | 30 600 | 30 600 | 37 770 | 40 007 | 41 001 |
| Vote 5 - Community Services | 48 634 | 55 374 | 123 541 | 105 457 | 100 333 | 100 333 | 113 070 | 119 761 | 123 932 |
| Vote 6 - Technical Services | 104 289 | 183 344 | 188 616 | 185 027 | 167 702 | 167 702 | 180 721 | 194 315 | 210 272 |
| Vote 7 - Developmental Planning | 6 505 | 12 074 | 7 999 | 11 188 | 9 977 | 9 977 | 11 460 | 10 507 | 9 381 |
| Vote 8 - Executive Support | 24 381 | 16 881 | 15 585 | 15 539 | 16 872 | 16 872 | 15 733 | 16 737 | 17 566 |
| Total Expenditure by Vote | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 491 501 | 521 981 | 548 942 |
| Surplus/(Deficit) for the year | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 81 399 | 82 304 | 92 999 |

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

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

Table 11 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|--|-----------------|------------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | 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 | | | | | | | | | | |
| Revenue By Source | | | | | | | | | | |
| Property rates | 22 395 | 25 815 | 25 978 | 36 650 | 33 010 | 33 010 | 23 286 | 34 727 | 36 602 | 38 579 |
| Service charges - electricity revenue | 65 104 | 70 745 | 67 575 | 89 298 | 81 798 | 81 798 | 61 532 | 86 051 | 90 698 | 95 595 |
| Service charges - water revenue | - | - | - | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | - | - | - | - | - | - | - | - | - | - |
| Service charges - refuse revenue | 3 684 | 6 506 | 7 299 | 12 249 | 8 127 | 8 127 | 5 310 | 8 550 | 9 011 | 9 498 |
| Rental of facilities and equipment | 2 213 | 1 319 | 944 | 1 220 | 1 000 | 1 000 | 554 | 1 052 | 1 109 | 1 169 |
| Interest earned - external investments | 4 290 | 2 889 | 2 928 | 3 000 | 2 800 | 2 800 | 1 241 | 2 946 | 3 105 | 3 272 |
| Interest earned - outstanding debtors | 5 872 | 6 469 | 9 693 | 8 161 | 6 692 | 6 692 | 4 062 | 7 040 | 7 421 | 7 821 |
| Dividends received | | | | | | | | | | |
| Fines, penalties and forfeits | 2 413 | 50 885 | 67 325 | 73 218 | 70 209 | 70 209 | 21 749 | 73 860 | 77 848 | 82 052 |
| Licences and permits | 4 257 | 5 255 | 4 956 | 4 950 | 5 200 | 5 200 | 3 195 | 5 470 | 5 766 | 6 077 |
| Agency services | | | | | | | | | | |
| Transfers and subsidies | 216 652 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 180 023 | 277 618 | 296 737 | 320 255 |
| Other revenue | 3 423 | 8 098 | 11 118 | 2 761 | 1 582 | 1 582 | 940 | 1 664 | 1 754 | 1 849 |
| Gains on disposal of PPE | | | | | | | | | | |
| Total Revenue (excluding capital transfers and contributions) | 330 303 | 391 085 | 423 980 | 476 784 | 455 697 | 455 697 | 301 892 | 498 978 | 530 051 | 566 168 |
| Expenditure By Type | | | | | | | | | | |
| Employee related costs | 112 151 | 117 781 | 127 202 | 134 149 | 130 473 | 130 473 | 95 208 | 151 305 | 161 257 | 169 803 |
| Remuneration of councillors | 19 061 | 20 298 | 22 874 | 25 070 | 24 291 | 24 291 | 15 490 | 25 554 | 27 266 | 28 093 |
| Debt impairment | 8 130 | 21 128 | 74 839 | 53 421 | 55 000 | 55 000 | 31 176 | 57 860 | 60 984 | 61 899 |
| Depreciation & asset impairment | 49 728 | 47 998 | 53 654 | 51 181 | 51 181 | 51 181 | 25 989 | 53 842 | 56 749 | 57 814 |
| Finance charges | 2 141 | 1 426 | 281 | 2 500 | 2 900 | 2 900 | 618 | 2 490 | 1 134 | 53 |
| Bulk purchases | 60 361 | 65 729 | 68 602 | 80 000 | 70 000 | 70 000 | 46 858 | 76 587 | 88 381 | 102 081 |
| Other materials | 9 606 | 12 873 | 9 806 | 17 094 | 8 909 | 8 909 | 6 017 | 9 278 | 9 779 | 10 008 |
| Contracted services | 36 111 | 43 080 | 67 951 | 56 834 | 59 841 | 59 841 | 42 663 | 59 885 | 62 884 | 63 953 |
| Transfers and subsidies | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |
| Other expenditure | 66 734 | 161 695 | 93 908 | 46 656 | 42 994 | 42 994 | 32 280 | 50 959 | 49 603 | 51 082 |
| Loss on disposal of PPE | 3 790 | 3 360 | 1 470 | - | - | - | - | - | - | - |
| Total Expenditure | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 297 578 | 491 501 | 521 981 | 548 942 |
| Surplus/(Deficit) | (38 788) | (104 990) | (97 448) | 5 476 | 6 528 | 6 528 | 4 314 | 7 478 | 8 070 | 17 226 |
| Transfers and subsidies - capital - National | 77 188 | 68 930 | 97 901 | 63 830 | 64 279 | 64 279 | 44 968 | 73 921 | 74 234 | 75 773 |
| Transfers and subsidies - capital | - | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (in-kind - all) | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 282 | 81 399 | 82 304 | 92 999 |
| Taxation | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after taxation | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 282 | 81 399 | 82 304 | 92 999 |
| Attributable to minorities | | | | | | | | | | |
| Surplus/(Deficit) attributable to municipality | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 282 | 81 399 | 82 304 | 92 999 |
| Share of surplus/ (deficit) of associate | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 282 | 81 399 | 82 304 | 92 999 |

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

1. Operating revenue is R498, 978 million in 2019/20 and escalates to R530, 051 million and R566, 168 million in the outer years.
2. Services charges relating to electricity and refuse removal and these revenue sources contribute significantly to the revenue basket of the municipality and the contribution thereof

totals R94, 601 million for the 2019/20 financial year and increasing to R99, 709 million in 2019/20 and increasing to R105, 094 million in 2020/21 financial year.

3. Transfers recognized – operating includes the local government equitable share, financial management grant, extended public works programme grant and energy efficiency demand side.
4. Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

Table 12 MBRR Table A5 - Budgeted Capital Expenditure by standard classification and funding source

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | 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 |
| Capital Expenditure - Functional | | | | | | | | | | |
| Governance and administration | 1 148 | 2 091 | 1 110 | 2 200 | 2 200 | 2 200 | 1 172 | 900 | 900 | 900 |
| Executive and council | - | - | - | - | - | - | - | - | - | - |
| Finance and administration | 1 148 | 2 091 | 1 110 | 2 200 | 2 200 | 2 200 | 1 172 | 900 | 900 | 900 |
| Internal audit | - | - | - | - | - | - | - | - | - | - |
| Community and public safety | 77 | 181 | 8 834 | 522 | 522 | 522 | 437 | - | - | - |
| Community and social services | 77 | 28 | - | 522 | 522 | 522 | 437 | - | - | - |
| Sport and recreation | - | - | 8 834 | - | - | - | - | - | - | - |
| Public safety | - | 153 | - | - | - | - | - | - | - | - |
| Housing | - | - | - | - | - | - | - | - | - | - |
| Health | - | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | 84 276 | 67 241 | 84 672 | 59 279 | 57 039 | 57 039 | 52 838 | 58 786 | 66 912 | 66 257 |
| Planning and development | - | - | - | - | - | - | - | - | - | - |
| Road transport | 84 276 | 67 241 | 84 672 | 59 279 | 57 039 | 57 039 | 52 838 | 58 786 | 66 912 | 66 257 |
| Environmental protection | - | - | - | - | - | - | - | - | - | - |
| Trading services | 22 887 | 11 151 | 12 946 | 13 868 | 11 609 | 11 609 | 9 124 | 17 739 | 17 652 | 19 134 |
| Energy sources | 22 445 | 11 151 | 12 946 | 10 868 | 10 009 | 10 009 | 6 386 | 17 739 | 17 652 | 19 134 |
| Water management | - | - | - | - | - | - | - | - | - | - |
| Waste water management | - | - | - | - | - | - | - | - | - | - |
| Waste management | 442 | - | - | 3 000 | 1 600 | 1 600 | 2 738 | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure - Functional | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 63 572 | 77 425 | 85 464 | 86 291 |
| Funded by: | | | | | | | | | | |
| National Government | 77 188 | 68 895 | 83 864 | 55 504 | 55 953 | 55 953 | 47 408 | 64 279 | 64 551 | 65 890 |
| Provincial Government | - | - | - | - | - | - | - | - | - | - |
| District Municipality | - | - | - | - | - | - | - | - | - | - |
| Other transfers and grants | - | - | - | - | - | - | - | - | - | - |
| Transfers recognised - capital | 77 188 | 68 895 | 83 864 | 55 504 | 55 953 | 55 953 | 47 408 | 64 279 | 64 551 | 65 890 |
| Borrowing | - | - | - | - | - | - | - | - | - | - |
| Internally generated funds | 31 200 | 11 770 | 23 699 | 20 365 | 15 417 | 15 417 | 16 163 | 13 146 | 20 912 | 20 402 |
| Total Capital Funding | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 63 572 | 77 425 | 85 464 | 86 291 |

Explanatory notes to Table A5 - Budgeted Capital Expenditure by standard classification and funding source

Capital projects are funded from Municipal Infrastructure Grant (MIG); Integrated National Electrification Programme (INEP) and internal generated revenue.

Table 13 MBRR Table A5 - Budgeted Capital Expenditure by vote

| Vote Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | 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 | | | | | | | | | | |
| Capital expenditure - Vote | | | | | | | | | | |
| Multi-year expenditure to be appropriated | | | | | | | | | | |
| Vote 1 - Executive & Council | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - Office of the Municipal Manager | - | - | - | - | - | - | - | - | - | - |
| Vote 3 - Budget & Treasury | - | - | - | - | - | - | - | - | - | - |
| Vote 4 - Corporate Services | 1 148 | - | 1 110 | 900 | 1 400 | 1 400 | 582 | - | - | - |
| Vote 5 - Community Services | 3 701 | 28 | 434 | 3 000 | 1 600 | 1 600 | - | - | - | - |
| Vote 6 - Technical Services | 67 215 | 50 994 | 77 883 | 26 643 | 23 974 | 23 974 | 14 469 | 39 216 | 60 670 | 54 979 |
| Vote 7 - Developmental Planning | - | - | - | - | - | - | - | - | - | - |
| Vote 8 - Executive Support | - | - | - | - | - | - | - | - | - | - |
| Capital multi-year expenditure sub-total | 72 063 | 51 021 | 79 427 | 30 543 | 26 974 | 26 974 | 15 051 | 39 216 | 60 670 | 54 979 |
| Single-year expenditure to be appropriated | | | | | | | | | | |
| Vote 1 - Executive & Council | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - Office of the Municipal Manager | - | - | - | - | - | - | - | - | - | - |
| Vote 3 - Budget & Treasury | - | - | - | 500 | - | - | - | - | - | - |
| Vote 4 - Corporate Services | - | 1 508 | - | 800 | 800 | 800 | 215 | 900 | 900 | 900 |
| Vote 5 - Community Services | - | 153 | 1 005 | 522 | 522 | 522 | - | - | - | - |
| Vote 6 - Technical Services | 36 325 | 27 399 | 27 131 | 43 504 | 43 074 | 43 074 | 29 217 | 37 309 | 23 894 | 30 412 |
| Vote 7 - Developmental Planning | - | - | - | - | - | - | - | - | - | - |
| Vote 8 - Executive Support | - | 583 | - | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | 36 325 | 29 643 | 28 136 | 45 326 | 44 395 | 44 395 | 29 432 | 38 209 | 24 794 | 31 312 |
| Total Capital Expenditure - Vote | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 44 483 | 77 425 | 85 464 | 86 291 |

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 departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. In relation to multi-year appropriations, for 2019/20 R39, 216 million has been allocated of the total R77, 425 million capital budget, which totals 50, 65%. This allocation escalates to R60, 670 million in 2020/21 and declines to R54, 979 million in 2021/22.
3. Single-year capital expenditure has been appropriated at R38, 209 million for the 2019/20 financial year and declines to R24, 794 million in 2020/21 and then increases to R31, 312 million in 2021/22 financial year.
4. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the Municipality. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years. The capital programme is funded from capital grants and transfers and internally generated funds from current year surpluses.

Table 14 MBRR Table A6 - Budgeted Financial Position

| 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 |
| ASSETS | | | | | | | | | | |
| Current assets | | | | | | | | | | |
| Cash | 5 066 | 5 288 | 6 194 | 2 456 | 8 691 | 8 691 | 9 204 | 4 882 | 9 904 | 30 000 |
| Call investment deposits | 6 899 | 15 657 | - | 15 582 | 15 582 | 15 582 | - | 22 576 | 23 128 | 23 710 |
| Consumer debtors | 24 545 | 20 636 | 24 953 | 40 483 | 40 483 | 40 483 | 50 137 | 41 646 | 55 439 | 69 976 |
| Other debtors | 18 226 | 42 835 | 30 866 | 58 924 | 58 924 | 58 924 | 93 812 | 91 988 | 81 988 | 94 012 |
| Current portion of long-term receivables | | | | | | | | - | - | - |
| Inventory | 3 388 | 3 202 | 3 328 | 3 400 | 3 400 | 3 400 | 4 404 | 3 300 | 3 150 | 3 320 |
| Total current assets | 58 124 | 87 618 | 65 342 | 120 845 | 127 079 | 127 079 | 157 557 | 164 392 | 173 608 | 221 018 |
| Non current assets | | | | | | | | | | |
| Long-term receivables | | | | | | | | - | - | - |
| Investments | | | | | | | | - | - | - |
| Investment property | 96 146 | 55 728 | 53 739 | 53 728 | 53 728 | 53 728 | 54 139 | 54 139 | 54 139 | 54 139 |
| Investment in Associate | | | | | | | | - | - | - |
| Property, plant and equipment | 871 247 | 938 356 | 952 317 | 1 016 632 | 1 016 632 | 1 016 632 | 989 423 | 1 057 709 | 1 095 896 | 1 106 678 |
| Agricultural | | | | | | | | | | |
| Biological | | | | | | | | | | |
| Intangible | 496 | 291 | 85 | 291 | 291 | 291 | - | 291 | 291 | 291 |
| Other non-current assets | 11 404 | 12 396 | 12 706 | 12 841 | 12 841 | 12 841 | 1 237 | 12 900 | 12 950 | 12 950 |
| Total non current assets | 979 292 | 1 006 770 | 1 018 848 | 1 083 492 | 1 083 492 | 1 083 492 | 1 044 799 | 1 125 039 | 1 163 275 | 1 174 057 |
| TOTAL ASSETS | 1 037 416 | 1 094 388 | 1 084 189 | 1 204 337 | 1 210 572 | 1 210 572 | 1 202 355 | 1 289 431 | 1 336 883 | 1 395 075 |
| LIABILITIES | | | | | | | | | | |
| Current liabilities | | | | | | | | | | |
| Bank overdraft | | | | | | | | | | |
| Borrowing | 8 170 | 6 900 | - | 10 000 | 6 811 | 6 811 | 10 997 | 9 686 | 11 050 | 2 504 |
| Consumer deposits | 5 120 | 5 633 | 5 249 | 5 260 | 5 260 | 5 260 | 5 344 | 5 463 | 5 689 | 5 997 |
| Trade and other payables | 53 644 | 82 244 | 81 839 | 52 466 | 52 466 | 52 466 | 91 311 | 60 924 | 66 536 | 61 970 |
| Provisions | 2 330 | 4 904 | 4 251 | 5 412 | 2 412 | 2 412 | 3 715 | 5 658 | 5 700 | 5 800 |
| Total current liabilities | 69 263 | 99 680 | 91 339 | 73 138 | 66 949 | 66 949 | 111 367 | 81 731 | 88 976 | 76 270 |
| Non current liabilities | | | | | | | | | | |
| Borrowing | 11 520 | - | - | 30 677 | 23 240 | 23 240 | 23 240 | 13 554 | 2 504 | - |
| Provisions | 84 345 | 89 811 | 98 206 | 85 952 | 85 952 | 85 952 | 98 000 | 50 142 | 50 956 | 53 708 |
| Total non current liabilities | 95 865 | 89 811 | 98 206 | 116 629 | 109 192 | 109 192 | 121 240 | 63 696 | 53 460 | 53 708 |
| TOTAL LIABILITIES | 165 128 | 189 492 | 189 545 | 189 767 | 176 141 | 176 141 | 232 607 | 145 426 | 142 436 | 129 978 |
| NET ASSETS | 872 288 | 904 896 | 894 645 | 1 014 570 | 1 034 431 | 1 034 431 | 969 748 | 1 144 004 | 1 194 448 | 1 265 097 |
| COMMUNITY WEALTH/EQUITY | | | | | | | | | | |
| Accumulated Surplus/(Deficit) | 872 288 | 904 896 | 894 645 | 1 014 570 | 1 034 431 | 1 034 431 | 969 748 | 1 144 004 | 1 194 448 | 1 265 097 |
| Reserves | - | - | - | - | - | - | - | - | - | - |
| TOTAL COMMUNITY WEALTH/EQUITY | 872 288 | 904 896 | 894 645 | 1 014 570 | 1 034 431 | 1 034 431 | 969 748 | 1 144 004 | 1 194 448 | 1 265 097 |

Explanatory notes to Table A6 - Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management 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 converted to cash, or liabilities immediately required to be met from cash, appear first.
3. 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.

4. 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.

Table 15 MBRR Table A7 - Budgeted Cash Flow Statement

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & | | |
|---|-----------------|-----------------|------------------|----------------------|-----------------|--------------------|-------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| CASH FLOW FROM OPERATING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Property rates | 8 908 | 20 966 | 20 409 | 28 587 | 20 797 | 20 797 | 14 522 | 21 878 | 27 452 | 28 934 |
| Service charges | 59 267 | 69 070 | 68 403 | 89 922 | 80 709 | 80 709 | 56 384 | 84 906 | 84 410 | 88 968 |
| Other revenue | 8 835 | 10 066 | 14 831 | 18 225 | 18 724 | 18 724 | 26 048 | 17 441 | 18 361 | 19 353 |
| Government - operating | 216 652 | 214 632 | 226 165 | 245 278 | 245 278 | 245 278 | 124 686 | 277 618 | 296 737 | 320 255 |
| Government - capital | 77 188 | 83 703 | 97 899 | 63 830 | 63 830 | 63 830 | 55 918 | 73 921 | 74 234 | 75 773 |
| Interest | 10 163 | 10 410 | 12 621 | 4 632 | 4 170 | 4 170 | 2 902 | 3 861 | 4 589 | 4 837 |
| Dividends | | | | | | | | - | - | - |
| Payments | | | | | | | | | | |
| Suppliers and employees | (355 769) | (308 578) | (343 186) | (359 801) | (336 508) | (336 508) | (225 309) | (391 366) | (407 717) | (433 649) |
| Finance charges | (2 141) | (1 426) | (281) | (2 500) | (2 900) | (2 900) | (618) | (2 490) | (1 134) | (53) |
| Transfers and Grants | (313) | (521) | (841) | (4 404) | (3 580) | (3 580) | (1 280) | (3 740) | (3 942) | (4 155) |
| NET CASH FROM/(USED) OPERATING ACTIVITIES | 22 790 | 98 321 | 96 019 | 83 769 | 90 520 | 90 520 | 53 254 | 82 029 | 92 989 | 100 262 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Proceeds on disposal of PPE | 654 | | 2 400 | 2 000 | 2 000 | 2 000 | - | - | - | - |
| Decrease (Increase) in non-current debtors | - | | | 2 000 | - | - | - | - | - | - |
| Decrease (increase) other non-current receivables | - | (529) | - | | | | 150 | - | - | - |
| Decrease (increase) in non-current investments | 77 167 | | | | | | - | - | - | - |
| Payments | | | | | | | | | | |
| Capital assets | (108 388) | (80 665) | (106 372) | (75 869) | (67 801) | (67 801) | (42 182) | (69 682) | (76 917) | (77 662) |
| NET CASH FROM/(USED) INVESTING ACTIVITIES | (30 567) | (81 193) | (103 972) | (71 869) | (65 801) | (65 801) | (42 032) | (69 682) | (76 917) | (77 662) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Short term loans | | | | | | | - | - | - | - |
| Borrowing long term/refinancing | | | | | | | - | - | - | - |
| Increase (decrease) in consumer deposits | (412) | 21 | - | 171 | 171 | 171 | (498) | 524 | 552 | 582 |
| Payments | | | | | | | | | | |
| Repayment of borrowing | (5 003) | (8 170) | (6 900) | (10 000) | (6 811) | (6 811) | (7 715) | (9 686) | (11 050) | (2 504) |
| NET CASH FROM/(USED) FINANCING ACTIVITIES | (5 415) | (8 149) | (6 900) | (9 829) | (6 640) | (6 640) | (8 213) | (9 162) | (10 498) | (1 922) |
| NET INCREASE/ (DECREASE) IN CASH HELD | (13 192) | 8 979 | (14 854) | 2 071 | 18 079 | 18 079 | 3 009 | 3 185 | 5 574 | 20 678 |
| Cash/cash equivalents at the year begin: | 25 158 | 11 965 | 21 048 | 15 968 | 6 194 | 6 194 | 6 194 | 24 273 | 27 458 | 33 032 |
| Cash/cash equivalents at the year end: | 11 965 | 20 944 | 6 194 | 18 038 | 24 273 | 24 273 | 9 204 | 27 458 | 33 032 | 53 710 |

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. It can be seen that the cash level of the Municipality is projected to consistently increase, however the achievement of these results, requires implementation of stringent credit control.
4. The 2019/20 MTREF has been informed by the planning principle of ensuring adequate cash and cash equivalent over the medium-term and as a result, the Cash and Investment management policy is now in place.
5. Capital assets payment is exclusive of retention amounting to 10% of the work done.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term. The rate of revenue

collection is budgeted as a percentage of annual billings as follows: property rates 63%; Services charges electricity 94%; Services charges refuse 47%; Rental of facilities and equipment 67%; Interest earned - outstanding debtors 13% and Fines, penalties and forfeits 13%. The performance of arrear collections will however only be considered a source of additional cash inflow once the performance has been carefully monitored.

Table 16 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

| 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 |
| Cash and investments available | | | | | | | | | | |
| Cash/cash equivalents at the year end | 11 965 | 20 944 | 6 194 | 18 038 | 24 273 | 24 273 | 9 204 | 27 458 | 33 032 | 53 710 |
| Other current investments > 90 days | - | (0) | - | - | - | - | (0) | - | - | - |
| Non current assets - Investments | - | - | - | - | - | - | - | - | - | - |
| Cash and investments available: | 11 965 | 20 944 | 6 194 | 18 038 | 24 273 | 24 273 | 9 204 | 27 458 | 33 032 | 53 710 |
| Application of cash and investments | | | | | | | | | | |
| Unspent conditional transfers | - | - | - | 466 | 466 | 466 | 466 | - | - | - |
| Unspent borrowing | - | - | - | - | - | - | - | - | - | - |
| Statutory requirements | 2 420 | - | - | 1 458 | 1 458 | 1 458 | - | 1 473 | 1 552 | 1 636 |
| Other working capital requirements | 23 526 | 45 957 | 52 154 | (7 483) | (5 565) | (5 565) | (24 854) | (15 082) | (11 202) | (30 793) |
| Other provisions | 2 330 | - | - | 5 412 | 5 412 | 5 412 | - | 5 658 | 5 700 | 5 800 |
| Long term investments committed | - | - | - | - | - | - | - | - | - | - |
| Reserves to be backed by cash/investments | - | - | - | - | - | - | - | - | - | - |
| Total Application of cash and investments: | 28 276 | 45 957 | 52 154 | (147) | 1 771 | 1 771 | (24 388) | (7 951) | (3 950) | (23 357) |
| Surplus(shortfall) | (16 310) | (25 013) | (45 959) | 18 185 | 22 502 | 22 502 | 33 591 | 35 409 | 36 981 | 77 067 |

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 above table, it is clearly indicated that the municipality has surplus over MTREF.

Table 17 MBRR Table A9 - Asset Management: New Assets

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Capital expenditure on new assets by Asset Class/Sub-class | | | | | | | | | |
| Infrastructure | 78 112 | 32 884 | 52 811 | 32 150 | 28 613 | 28 613 | 65 670 | 51 716 | 53 368 |
| Roads Infrastructure | 52 140 | 21 733 | 39 865 | 21 283 | 18 604 | 18 604 | 48 627 | 35 803 | 38 582 |
| Roads | 52 140 | 21 733 | 39 865 | 21 283 | 18 604 | 18 604 | 48 627 | 35 803 | 38 582 |
| Capital Spares | | | | | | | | | |
| Storm water Infrastructure | 3 613 | - | - | - | - | - | - | - | - |
| Storm water Conveyance | 3 613 | | | | | | | | |
| Electrical Infrastructure | 22 359 | 11 151 | 12 946 | 10 868 | 10 009 | 10 009 | 17 043 | 15 913 | 14 786 |
| HV Substations | | | | | | | | | |
| HV Switching Station | | | | | | | | | |
| HV Transmission Conductors | 15 218 | 11 151 | 12 946 | | | | | | |
| MV Substations | | | | | | | | | |
| MV Switching Stations | | | | | | | | | |
| MV Networks | 7 141 | | | 10 868 | 10 009 | 10 009 | 17 043 | 15 913 | 14 786 |
| Capital Spares | | | | | | | | | |
| Solid Waste Infrastructure | - | - | - | - | - | - | - | - | - |
| Landfill Sites | | | | | | | | | |
| Waste Transfer Stations | | | | | | | | | |
| Waste Processing Facilities | | | | | | | | | |
| Waste Drop-off Points | | | | | | | | | |
| Community Assets | - | - | - | - | - | - | - | - | - |
| Community Facilities | - | - | - | - | - | - | - | - | - |
| Halls | | | | | | | | | |
| Cemeteries/Crematoria | | | | | | | | | |
| Parks | | | | | | | | | |
| Public Open Space | | | | | | | | | |
| Nature Reserves | | | | | | | | | |
| Capital Spares | | | | | | | | | |
| Other assets | - | 1 298 | - | 5 347 | 4 947 | 4 947 | 2 876 | 500 | 200 |
| Operational Buildings | - | 1 298 | - | 5 347 | 4 947 | 4 947 | 2 876 | 500 | 200 |
| Municipal Offices | | 583 | | 5 347 | 4 947 | 4 947 | 2 876 | 500 | 200 |
| Workshops | | 715 | | | | | | | |
| Computer Equipment | - | 1 168 | 749 | 500 | 1 000 | 1 000 | 500 | 500 | 500 |
| Computer Equipment | | 1 168 | 749 | 500 | 1 000 | 1 000 | 500 | 500 | 500 |
| Furniture and Office Equipment | - | 340 | 362 | 400 | 400 | 400 | 400 | 400 | 400 |
| Furniture and Office Equipment | | 340 | 362 | 400 | 400 | 400 | 400 | 400 | 400 |
| Machinery and Equipment | 86 | 2 100 | 3 138 | 400 | 300 | 300 | 500 | 500 | 500 |
| Machinery and Equipment | 86 | 2 100 | 3 138 | 400 | 300 | 300 | 500 | 500 | 500 |
| Transport Assets | - | 2 253 | - | - | - | - | - | - | - |
| Transport Assets | | 2 253 | | | | | | | |
| Total Capital Expenditure on new assets | 78 198 | 40 043 | 57 060 | 38 798 | 35 261 | 35 261 | 69 946 | 53 616 | 54 968 |

Table 18 MBRR Table A9 - Asset Management: Renewal of existing assets

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Capital expenditure on renewal of existing assets by Asset Class/Sub-class | | | | | | | | | |
| Infrastructure | 25 266 | 37 997 | 42 135 | 33 550 | 33 987 | 33 987 | 4 783 | 16 192 | 21 758 |
| Roads Infrastructure | 24 824 | 37 997 | 42 135 | 33 550 | 33 987 | 33 987 | 3 043 | 14 117 | 19 497 |
| Roads | 24 824 | 37 997 | 42 135 | 33 550 | 33 987 | 33 987 | 3 043 | 14 117 | 19 497 |
| Road Structures | | | | | | | | | |
| Road Furniture | | | | | | | | | |
| Capital Spares | | | | | | | | | |
| Electrical Infrastructure | - | - | - | - | - | - | 1 739 | 2 075 | 2 261 |
| HV Substations | | | | | | | | | |
| HV Switching Station | | | | | | | | | |
| HV Transmission Conductors | | | | | | | 1 739 | 2 075 | 2 261 |
| MV Networks | | | | | | | | | |
| Capital Spares | | | | | | | | | |
| Solid Waste Infrastructure | 442 | - | - | - | - | - | - | - | - |
| Landfill Sites | 442 | | | | | | | | |
| Waste Transfer Stations | | | | | | | | | |
| Waste Drop-off Points | | | | | | | | | |
| Community Assets | 77 | 1 694 | - | 522 | 522 | 522 | - | - | - |
| Community Facilities | 77 | - | - | 522 | 522 | 522 | - | - | - |
| Cemeteries/Crematoria | 77 | | | 522 | 522 | 522 | | | |
| Parks | | | | | | | | | |
| Sport and Recreation Facilities | - | 1 694 | - | - | - | - | - | - | - |
| Indoor Facilities | | | | | | | | | |
| Outdoor Facilities | | 1 694 | | | | | | | |
| Capital Spares | | | | | | | | | |
| Other assets | 3 699 | 932 | 434 | - | - | - | - | - | - |
| Operational Buildings | 3 699 | 932 | 434 | - | - | - | - | - | - |
| Municipal Offices | 3 699 | | 434 | | | | | | |
| Yards | | | | | | | | | |
| Training Centres | | | | | | | | | |
| Capital Spares | | | | | | | | | |
| Computer Equipment | 623 | - | - | - | - | - | - | - | - |
| Computer Equipment | 623 | | | | | | | | |
| Furniture and Office Equipment | 237 | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | 237 | | | | | | | | |
| Machinery and Equipment | 288 | - | - | - | - | - | - | - | - |
| Machinery and Equipment | 288 | | | | | | | | |
| Transport Assets | - | - | - | - | - | - | - | - | - |
| Transport Assets | | | | | | | | | |
| Total Capital Expenditure on renewal of existing assets | 30 190 | 40 622 | 42 569 | 34 072 | 34 509 | 34 509 | 4 783 | 16 192 | 21 758 |
| Renewal of Existing Assets as % of total capex | 0.00% | 50.36% | 39.58% | 44.91% | 48.35% | 48.35% | 6.18% | 18.95% | 25.21% |
| Renewal of Existing Assets as % of deprecn" | 60.71% | 84.63% | 79.34% | 66.57% | 67.43% | 67.43% | 8.88% | 28.53% | 36.38% |

MBRR Table A9 - Asset Management: Upgrading of existing assets

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Capital expenditure on upgrading of existing assets | | | | | | | | | |
| Infrastructure | - | - | - | 3 000 | 1 600 | 1 600 | 2 696 | 15 655 | 9 565 |
| Roads Infrastructure | - | - | - | - | - | - | 2 000 | 13 916 | 5 217 |
| Roads | - | - | - | - | - | - | 2 000 | 13 916 | 5 217 |
| Road Structures | - | - | - | - | - | - | - | - | - |
| Road Furniture | - | - | - | - | - | - | - | - | - |
| Storm water Infrastructure | - | - | - | - | - | - | - | - | - |
| Drainage Collection | - | - | - | - | - | - | - | - | - |
| Storm water Conveyance | - | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | - | - | - | - | - | - | 696 | 1 739 | 4 348 |
| HV Substations | - | - | - | - | - | - | - | - | - |
| MV Substations | - | - | - | - | - | - | - | - | - |
| HV Transmission Conductors | - | - | - | - | - | - | 696 | 1 739 | 4 348 |
| MV Networks | - | - | - | - | - | - | - | - | - |
| Solid Waste Infrastructure | - | - | - | 3 000 | 1 600 | 1 600 | - | - | - |
| Landfill Sites | - | - | - | 3 000 | 1 600 | 1 600 | - | - | - |
| Waste Transfer Stations | - | - | - | - | - | - | - | - | - |
| Waste Processing Facilities | - | - | - | - | - | - | - | - | - |
| Community Assets | - | - | 7 829 | - | - | - | - | - | - |
| Community Facilities | - | - | - | - | - | - | - | - | - |
| Halls | - | - | - | - | - | - | - | - | - |
| Centres | - | - | - | - | - | - | - | - | - |
| Sport and Recreation Facilities | - | - | 7 829 | - | - | - | - | - | - |
| Indoor Facilities | - | - | - | - | - | - | - | - | - |
| Outdoor Facilities | - | - | 7 829 | - | - | - | - | - | - |
| Revenue Generating | - | - | - | - | - | - | - | - | - |
| Non-revenue Generating | - | - | - | - | - | - | - | - | - |
| Other assets | - | - | 105 | - | - | - | - | - | - |
| Operational Buildings | - | - | 105 | - | - | - | - | - | - |
| Workshops | - | - | 105 | - | - | - | - | - | - |
| Computer Equipment | - | - | - | - | - | - | - | - | - |
| Computer Equipment | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | - | - | - | - | - | - | - | - | - |
| Machinery and Equipment | - | - | - | - | - | - | - | - | - |
| Machinery and Equipment | - | - | - | - | - | - | - | - | - |
| Transport Assets | - | - | - | - | - | - | - | - | - |
| Transport Assets | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure on upgrading of existing assets | - | - | 7 934 | 3 000 | 1 600 | 1 600 | 2 696 | 15 655 | 9 565 |
| Upgrading of Existing Assets as % of total capex | 0.00% | 0.00% | 7.38% | 3.95% | 2.24% | 2.24% | 3.48% | 18.32% | 11.08% |
| Upgrading of Existing Assets as % of deprechn" | 0.00% | 0.00% | 14.79% | 5.86% | 3.13% | 3.13% | 5.01% | 27.59% | 15.99% |

MBRR Table A9 - Asset Management: Asset Management

| 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 |
| ASSET REGISTER SUMMARY - PPE (WDV) | 604 259 | 687 954 | 951 854 | 733 798 | 733 798 | 733 798 | 1 057 709 | 1 095 896 | 1 106 678 |
| Roads Infrastructure | 448 129 | 599 484 | 594 077 | 659 258 | 659 258 | 659 258 | 704 354 | 742 383 | 776 358 |
| Storm water Infrastructure | | | | | | | | | |
| Electrical Infrastructure | 52 317 | 47 089 | 43 047 | 70 460 | 70 460 | 70 460 | 63 658 | 61 409 | 62 763 |
| Water Supply Infrastructure | | | | | | | | | |
| Sanitation Infrastructure | | | | | | | | | |
| Solid Waste Infrastructure | 1 873 | | | 4 080 | 4 080 | 4 080 | 15 693 | 14 996 | 14 261 |
| Rail Infrastructure | | | | | | | | | |
| Infrastructure | 502 320 | 646 573 | 637 123 | 733 798 | 733 798 | 733 798 | 783 705 | 818 787 | 853 382 |
| Community Assets | | | 20 782 | | | | 188 063 | 194 587 | 188 628 |
| Heritage Assets | | | | | | | | | |
| Investment properties | | | | | | | | | |
| Other Assets | | | 117 332 | | | | | | |
| Biological or Cultivated Assets | | | | | | | | | |
| Intangible Assets | | | | | | | 291 | 291 | 291 |
| Computer Equipment | 5 242 | | | | | | 5 006 | 3 823 | 2 550 |
| Furniture and Office Equipment | 39 322 | | | | | | 29 144 | 25 812 | 20 452 |
| Machinery and Equipment | 57 374 | 24 409 | | | | | 42 298 | 36 271 | 29 891 |
| Transport Assets | | 16 971 | | | | | 9 574 | 16 697 | 11 855 |
| Land | | | 176 616 | | | | | | |
| Zoo's, Marine and Non-biological Animals | | | | | | | | | |
| TOTAL ASSET REGISTER SUMMARY - PPE (WDV) | 604 259 | 687 954 | 951 854 | 733 798 | 733 798 | 733 798 | 1 057 709 | 1 095 896 | 1 106 678 |
| EXPENDITURE OTHER ITEMS | 59 065 | 58 351 | 65 959 | 69 131 | 61 555 | 61 555 | 64 459 | 67 940 | 71 609 |
| Depreciation | 49 728 | 47 998 | 53 654 | 51 181 | 51 181 | 51 181 | 53 842 | 56 749 | 59 814 |
| Repairs and Maintenance by Asset Class | 9 337 | 10 353 | 12 305 | 17 950 | 10 374 | 10 374 | 10 617 | 11 191 | 11 795 |
| Roads Infrastructure | 1 788 | 946 | 1 266 | 4 000 | 2 000 | 2 000 | 2 000 | 2 108 | 2 222 |
| Storm water Infrastructure | - | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | 1 001 | 1 802 | 1 891 | 3 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Water Supply Infrastructure | - | - | - | - | - | - | - | - | - |
| Sanitation Infrastructure | - | - | - | - | - | - | - | - | - |
| Solid Waste Infrastructure | 1 209 | 1 885 | 2 538 | 3 400 | 3 704 | 3 704 | 3 704 | 3 904 | 4 115 |
| Infrastructure | 3 998 | 4 633 | 5 694 | 10 400 | 6 704 | 6 704 | 6 756 | 7 121 | 7 506 |
| Community Facilities | - | - | - | - | - | - | - | - | - |
| Sport and Recreation Facilities | - | - | - | - | - | - | - | - | - |
| Community Assets | - | - | - | - | - | - | - | - | - |
| Heritage Assets | - | - | - | - | - | - | - | - | - |
| Revenue Generating | - | - | - | - | - | - | - | - | - |
| Non-revenue Generating | - | - | - | - | - | - | - | - | - |
| Investment properties | - | - | - | - | - | - | - | - | - |
| Operational Buildings | 1 154 | 1 432 | 929 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Housing | - | - | - | - | - | - | - | - | - |
| Other Assets | 1 154 | 1 432 | 929 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Biological or Cultivated Assets | - | - | - | - | - | - | - | - | - |
| Servitudes | - | - | - | - | - | - | - | - | - |
| Licences and Rights | 9 | 82 | - | - | - | - | - | - | - |
| Intangible Assets | 9 | 82 | - | - | - | - | - | - | - |
| Computer Equipment | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | - | - | - | - | - | - | - | - | - |
| Machinery and Equipment | 2 749 | 2 405 | 4 905 | 3 550 | 1 670 | 1 670 | 1 757 | 1 852 | 1 952 |
| Transport Assets | 1 427 | 1 800 | 777 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| TOTAL EXPENDITURE OTHER ITEMS | 59 065 | 58 351 | 65 959 | 69 131 | 61 555 | 61 555 | 64 459 | 67 940 | 71 609 |
| Renewal and upgrading of Existing Assets as % of total capex | 27.85% | 50.36% | 46.95% | 48.86% | 50.59% | 50.59% | 9.66% | 37.26% | 36.30% |
| Renewal and upgrading of Existing Assets as % of deprecn | 60.71% | 84.63% | 94.13% | 72.43% | 70.55% | 70.55% | 13.89% | 56.12% | 52.37% |
| R&M as a % of PPE | 1.10% | 1.10% | 1.30% | 1.80% | 1.00% | 1.00% | 1.00% | 1.00% | 1.10% |
| Renewal and upgrading and R&M as a % of PPE | 7.00% | 7.00% | 7.00% | 7.00% | 6.00% | 6.00% | 2.00% | 4.00% | 4.00% |

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to construct and/procure new assets, renewal, and upgrading 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 and upgrading of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE.
3. The renewal and upgrading of existing assets target has been met throughout the MTEF period, however, the achievement of repairs and maintenance target still remains a challenge.

Table 18 MBRR Table A10 – Service Delivery

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|---|---------------|---------------|--------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Household service targets | | | | | | | | | |
| Energy: | | | | | | | | | |
| Electricity (at least min.service level) | 58 750 | 58 750 | - | 62 464 | 62 464 | 62 464 | 69 458 | 73 278 | 77 235 |
| Electricity - prepaid (min.service level) | - | - | - | - | - | - | - | - | - |
| Minimum Service Level and Above sub-total | 58 750 | 58 750 | - | 62 464 | 62 464 | 62 464 | 69 458 | 73 278 | 77 235 |
| Electricity (< min.service level) | - | - | - | - | - | - | - | - | - |
| Electricity - prepaid (< min. service level) | - | - | - | - | - | - | - | - | - |
| Other energy sources | 3 000 | 3 126 | - | 3 895 | 3 895 | 3 895 | 3 480 | 3 000 | 3 162 |
| Below Minimum Service Level sub-total | 3 000 | 3 126 | - | 3 895 | 3 895 | 3 895 | 3 480 | 3 000 | 3 162 |
| Total number of households | 61 750 | 61 876 | - | 66 359 | 66 359 | 66 359 | 72 938 | 76 278 | 80 397 |
| Refuse: | | | | | | | | | |
| Removed at least once a week | 11 363 | 11 270 | - | 16 042 | 16 042 | 16 042 | 11 534 | 11 534 | 11 534 |
| Minimum Service Level and Above sub-total | 11 363 | 11 270 | - | 16 042 | 16 042 | 16 042 | 11 534 | 11 534 | 11 534 |
| Removed less frequently than once a week | 394 | 400 | - | 405 | 405 | 405 | 405 | 405 | 405 |
| Using communal refuse dump | 1 993 | 1 993 | - | 1 993 | 1 993 | 1 993 | 1 993 | 1 993 | 1 993 |
| Using own refuse dump | 38 712 | 38 712 | - | 38 712 | 38 712 | 38 712 | 42 524 | 42 524 | 42 524 |
| Other rubbish disposal | 703 | 703 | - | 703 | 703 | 703 | 703 | 703 | 703 |
| No rubbish disposal | 8 504 | 8 504 | - | 8 504 | 8 504 | 8 504 | 8 504 | 8 504 | 8 504 |
| Below Minimum Service Level sub-total | 50 306 | 50 312 | - | 50 317 | 50 317 | 50 317 | 54 129 | 54 129 | 54 129 |
| Total number of households | 61 669 | 61 582 | - | 66 359 | 66 359 | 66 359 | 65 663 | 65 663 | 65 663 |
| Households receiving Free Basic Service | | | | | | | | | |
| Electricity/other energy (50kwh per household per month) | 1 245 | 1 245 | - | - | - | - | - | - | - |
| Refuse (removed at least once a week) | - | - | - | - | - | - | - | - | - |
| Cost of Free Basic Services provided - Formal Settlements (R'000) | | | | | | | | | |
| Electricity/other energy (50kwh per indigent household per month) | 0 | 0 | - | - | - | - | - | - | - |
| Refuse (removed once a week for indigent households) | - | - | - | - | - | - | - | - | - |
| Cost of Free Basic Services provided - Informal Formal Settlements (R'000) | 1 | 1 | - | - | - | - | - | - | - |
| Total cost of FBS provided | 1 | 1 | - | - | - | - | - | - | - |
| Highest level of free service provided per household | | | | | | | | | |
| Property rates (R value threshold) | 30 000 | 30 000 | 30 000 | 30 000 | 30 000 | 30 000 | 30 000 | 30 000 | 30 000 |
| Electricity (kwh per household per month) | 50 | 50 | 50 000 | 50 | 50 | 50 | 50 | 50 | 50 |
| Refuse (average litres per week) | - | - | - | - | - | - | - | - | - |
| Revenue cost of subsidised services provided (R'000) | | | | | | | | | |
| Property rates (tariff adjustment) (impermissible values per section 17 of MPRA) | | | | | | | | | |
| Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA) | 5 235 | 8 568 | 5 628 | 9 112 | 9 112 | 9 112 | 9 586 | 10 104 | 10 649 |
| Electricity/other energy (in excess of 50 kwh per indigent household per month) | - | - | - | - | - | - | - | - | - |
| Refuse (in excess of one removal a week for indigent households) | - | - | - | - | - | - | - | - | - |
| Total revenue cost of subsidised services provided | 5 235 | 8 568 | 5 628 | 9 112 | 9 112 | 9 112 | 9 586 | 10 104 | 10 649 |

PART 2 – SUPPORTING DOCUMENTATION

Overview of budget assumptions

External factors

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the Municipality's finances.

General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2019/20 MTREF:

- National Government macro economic targets;
- The general inflationary outlook and the impact on municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity; and
- The increase in the cost of remuneration.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term. The rate of revenue collection is budgeted as a percentage of annual billings as follows: property rates 63%; Services charges electricity 94%; Services charges refuse 47%; Rental of facilities and equipment 67%; Interest earned - outstanding debtors 13% and Fines, penalties and forfeits 13%. The performance of arrear collections will however only be considered a source of additional cash inflow once the performance has been carefully monitored.

Growth or decline in tax base of the municipality

Debtor's revenue is assumed to increase at a rate that is influenced by the consumer debtor's collection rate, tariff/rate pricing, real growth rate of the municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household

formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

Salary increases

In terms of MFMA circular 94, the budgeted salaries and wages increase is awaiting the negotiations that are undergoing and as a result, the CPI was as follows:

- 2019/20 – 5,2%
- 2020/21 – 5,4%
- 2021/22 – 5,4%

Impact of national, provincial and local policies

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

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

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

Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 100% will be achieved on operating expenditure and 100% on the capital programme for the 2019/20 MTREF of which performance has been factored into the cash flow budget.

Table 20 MBRR Table SA1 – Budgeted Financial Performance

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| REVENUE ITEMS: | | | | | | | | | | |
| Property rates | | | | | | | | | | |
| Total Property Rates | 27 630 | 34 383 | 31 607 | 45 762 | 42 123 | 42 123 | 23 286 | 44 313 | 46 706 | 49 228 |
| <i>less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess</i> | 5 235 | 8 568 | 5 628 | 9 112 | 9 112 | 9 112 | 9 112 | 9 586 | 10 104 | 10 649 |
| Net Property Rates | 22 395 | 25 815 | 25 978 | 36 650 | 33 010 | 33 010 | 23 286 | 34 727 | 36 602 | 38 579 |
| Service charges - electricity revenue | | | | | | | | | | |
| Total Service charges - electricity revenue | 65 104 | 70 745 | 67 575 | 89 298 | 81 798 | 81 798 | 61 532 | 86 051 | 90 698 | 95 595 |
| <i>less Revenue Foregone (in excess of 50 kwh per indigent household per month)</i> | - | - | - | - | - | - | - | - | - | - |
| <i>less Cost of Free Basis Services (50 kwh per indigent household per month)</i> | - | - | - | - | - | - | - | - | - | - |
| Net Service charges - electricity revenue | 65 104 | 70 745 | 67 575 | 89 298 | 81 798 | 81 798 | 61 532 | 86 051 | 90 698 | 95 595 |
| Service charges - refuse revenue | | | | | | | | | | |
| Total refuse removal revenue | 3 684 | 6 506 | 7 299 | 12 249 | 8 127 | 8 127 | 5 310 | 8 550 | 9 011 | 9 498 |
| Total landfill revenue | - | - | - | - | - | - | - | - | - | - |
| <i>less Revenue Foregone (in excess of one removal a week to indigent households)</i> | - | - | - | - | - | - | - | - | - | - |
| <i>less Cost of Free Basis Services (removed once a week to indigent households)</i> | - | - | - | - | - | - | - | - | - | - |
| Net Service charges - refuse revenue | 3 684 | 6 506 | 7 299 | 12 249 | 8 127 | 8 127 | 5 310 | 8 550 | 9 011 | 9 498 |
| Other Revenue by source | | | | | | | | | | |
| Insurance refund | - | - | - | - | - | - | - | 292 | 308 | 325 |
| Advertisements | 3 | 1 | - | 1 | 25 | 25 | - | 27 | 28 | 29 |
| Building Plans | 14 | 269 | 11 118 | 1 296 | 739 | 739 | 612 | 217 | 228 | 241 |
| Cemetery and Burial | 32 | 44 | - | - | - | - | 12 | 53 | 56 | 59 |
| Clearance Fees | 28 | 562 | - | 878 | 422 | 422 | - | 444 | 468 | 493 |
| Other Revenue | 3 126 | 3 906 | - | 530 | 368 | 368 | 161 | 387 | 408 | 430 |
| Photocopies and faxes | 6 | 11 | - | 12 | 6 | 6 | 4 | 6 | 6 | 7 |
| Tender Documents | 212 | 427 | - | - | - | - | 151 | 215 | 227 | 239 |
| Valuation services | - | 16 | - | 40 | 20 | 20 | - | 21 | 22 | 23 |
| Rezoning fees | - | - | - | - | - | - | - | - | - | - |
| Administration fee | 2 | 2 863 | - | 2 | 2 | 2 | - | 2 | 2 | 2 |
| Exempted Parking | - | - | - | 2 | 1 | 1 | - | 1 | 1 | 1 |
| Total 'Other' Revenue | 3 423 | 8 098 | 11 118 | 2 761 | 1 582 | 1 582 | 940 | 1 664 | 1 754 | 1 849 |
| EXPENDITURE ITEMS: | | | | | | | | | | |
| Employee related costs | | | | | | | | | | |
| Basic Salaries and Wages | 71 192 | 74 675 | 127 202 | 109 440 | 103 348 | 103 348 | 95 208 | 98 206 | 104 652 | 110 198 |
| Pension and UIF Contributions | 12 580 | 14 769 | - | 784 | 735 | 735 | - | 19 576 | 20 875 | 21 982 |
| Medical Aid Contributions | 3 734 | 4 241 | - | 4 826 | 4 726 | 4 726 | - | 4 785 | 5 102 | 5 373 |
| Overtime | 2 589 | 2 835 | - | 1 774 | 2 108 | 2 108 | - | 1 948 | 2 078 | 2 188 |
| Performance Bonus | - | - | - | - | - | - | - | - | - | - |
| Motor Vehicle Allowance | 6 155 | 8 451 | - | 8 965 | 10 043 | 10 043 | - | 12 650 | 13 476 | 14 191 |
| Cellphone Allowance | - | 121 | - | - | - | - | - | 1 376 | 1 464 | 1 542 |
| Housing Allowances | 137 | 152 | - | 151 | 160 | 160 | - | 816 | 870 | 916 |
| Other benefits and allowances | 12 877 | 7 781 | - | 7 138 | 7 601 | 7 601 | - | 8 991 | 9 584 | 10 092 |
| Payments in lieu of leave | 2 046 | 54 | - | 892 | 1 173 | 1 173 | - | 2 471 | 2 637 | 2 777 |
| Long service awards | 841 | 3 741 | - | 180 | 578 | 578 | - | 486 | 518 | 546 |
| Post-retirement benefit obligations | - | 962 | - | - | - | - | - | - | - | - |
| sub-total | 112 151 | 117 781 | 127 202 | 134 149 | 130 473 | 130 473 | 95 208 | 151 305 | 161 257 | 169 803 |
| Less: Employees costs capitalised to PPE | - | - | - | - | - | - | - | - | - | - |
| Total Employee related costs | 112 151 | 117 781 | 127 202 | 134 149 | 130 473 | 130 473 | 95 208 | 151 305 | 161 257 | 169 803 |

Table 20 MBRR Table SA1 – Budgeted Financial Performance (continued)

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Depreciation & asset impairment | | | | | | | | | | |
| Depreciation of Property, Plant & Equipment | 49 728 | 47 998 | 53 654 | 50 803 | 50 803 | 50 803 | 25 989 | 53 444 | 56 330 | 57 372 |
| Lease amortisation | - | - | - | 378 | 378 | 378 | - | 398 | 419 | 442 |
| Capital asset impairment | - | - | - | - | - | - | - | - | - | - |
| Depreciation resulting from revaluation of PPE | - | - | - | - | - | - | - | - | - | - |
| Total Depreciation & asset impairment | 49 728 | 47 998 | 53 654 | 51 181 | 51 181 | 51 181 | 25 989 | 53 842 | 56 749 | 57 814 |
| Bulk purchases | | | | | | | | | | |
| Electricity Bulk Purchases | 60 361 | 65 729 | 68 602 | 80 000 | 70 000 | 70 000 | 46 858 | 76 587 | 88 381 | 102 081 |
| Total bulk purchases | 60 361 | 65 729 | 68 602 | 80 000 | 70 000 | 70 000 | 46 858 | 76 587 | 88 381 | 102 081 |
| Transfers and grants | | | | | | | | | | |
| Cash transfers and grants | - | - | - | - | - | - | - | - | - | - |
| Non-cash transfers and grants | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |
| Total transfers and grants | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |
| Contracted services | | | | | | | | | | |
| Refuse Removal | 3 826 | 5 899 | 67 951 | 7 000 | 6 400 | 6 400 | 42 663 | 6 733 | 7 096 | 6 280 |
| Traffic Fines Management | - | 187 | - | 700 | 600 | 600 | - | 650 | 685 | 722 |
| Business and Advisory - Project Management | 257 | - | - | - | - | - | - | 6 | 7 | 7 |
| Business and Advisory - Audit Committee | 3 580 | 3 108 | - | 2 000 | 1 500 | 1 500 | - | 772 | 813 | 857 |
| Legal Advice and Litigation | 1 552 | - | - | 2 500 | 5 355 | 5 355 | - | 4 000 | 5 644 | 5 749 |
| Administrative and Support Staff | 999 | 3 507 | - | 3 400 | 3 400 | 3 400 | - | 3 400 | 2 155 | 2 324 |
| Business and Advisory - Accountants and Auditors | 14 340 | 7 305 | - | 16 064 | 16 454 | 16 454 | - | 15 433 | 16 266 | 16 644 |
| Business and Advisory - Communications | 1 434 | 1 828 | - | 1 100 | 1 000 | 1 000 | - | 1 500 | 1 581 | 1 966 |
| Business and Advisory - External audit | - | - | - | - | - | - | - | - | - | - |
| Servitude and site demarcations | - | - | - | - | - | - | - | - | - | - |
| Security Services | 8 670 | 10 218 | - | 11 000 | 13 000 | 13 000 | - | 13 676 | 14 415 | 14 793 |
| Valuer | 1 207 | 3 085 | - | 250 | 250 | 250 | - | 260 | 274 | 289 |
| Cellular Contract (Subscription and Calls) | - | - | - | 585 | 225 | 225 | - | 237 | 249 | 263 |
| Maintenance of landfill | - | - | - | 3 400 | 3 704 | 3 704 | - | 3 704 | 3 904 | 4 115 |
| Employee wellness | - | - | - | - | - | - | - | 158 | 166 | 175 |
| LED Programme | - | - | - | - | - | - | - | - | - | - |
| LED Strategy | - | - | - | - | - | - | - | - | - | - |
| Debt Collection | - | 7 943 | - | - | - | - | - | - | - | - |
| Energy efficiency | 245 | - | - | 4 348 | 4 348 | 4 348 | - | 4 348 | 4 348 | 4 348 |
| Event management | - | - | - | 4 487 | 3 605 | 3 605 | - | 242 | 255 | 269 |
| Infrastructure Architectural | - | - | - | - | - | - | - | - | - | - |
| Lease Machinery And Equipment | - | - | - | - | - | - | - | - | - | - |
| Outreach and Campaigns | - | - | - | - | - | - | - | - | - | - |
| Burial Services | - | - | - | - | - | - | - | - | - | - |
| Other Contracted Services | - | - | - | - | - | - | - | 4 767 | 5 024 | 5 151 |
| sub-total | 36 111 | 43 080 | 67 951 | 56 834 | 59 841 | 59 841 | 42 663 | 59 885 | 62 884 | 63 953 |
| Allocations to organs of state: | | | | | | | | | | |
| Electricity | - | - | - | - | - | - | - | - | - | - |
| Water | - | - | - | - | - | - | - | - | - | - |
| Sanitation | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total contracted services | 36 111 | 43 080 | 67 951 | 56 834 | 59 841 | 59 841 | 42 663 | 59 885 | 62 884 | 63 953 |

Table 20 MBRR Table SA1 – Budgeted Financial Performance (continued)

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Other Expenditure By Type | – | – | – | – | – | – | – | – | – | – |
| Collection costs | 10 565 | – | – | – | – | – | – | – | – | – |
| Contributions to 'other' provisions | – | – | – | – | – | – | – | – | – | – |
| Consultant fees | – | – | – | – | – | – | – | – | – | – |
| Audit fees | – | 2 022 | – | – | – | – | – | – | – | – |
| General expenses | 16 089 | 98 392 | 93 908 | 21 054 | 20 032 | 20 032 | 32 280 | 10 423 | 9 538 | 10 052 |
| Assets less capitalisation threshold | 192 | 236 | – | 650 | 350 | 350 | – | 398 | 420 | 442 |
| Awareness Campaign | 2 995 | 1 463 | – | – | – | – | – | – | – | – |
| Municipal services | 634 | 1 087 | – | – | – | – | – | – | – | – |
| Seminars, conference and workshops | 4 178 | 2 286 | – | 1 504 | 1 207 | 1 207 | – | 1 570 | 1 655 | 2 855 |
| Professional bodies and subscriptions | 100 | 2 967 | – | 1 400 | 1 400 | 1 400 | – | 1 473 | 1 552 | 1 636 |
| SPLUMA Implementation | – | – | – | – | – | – | – | 2 163 | 2 088 | 514 |
| Entertainment | 16 | 9 | – | 19 | 19 | 19 | – | 16 | 16 | 16 |
| Operating leases | 9 247 | 20 981 | – | 5 473 | 6 630 | 6 630 | – | 7 245 | 5 169 | 4 827 |
| Insurance | 2 685 | 4 197 | – | 5 500 | 5 100 | 5 100 | – | 5 100 | 5 375 | 5 666 |
| Workmen's Compensation Fund | 824 | 2 051 | – | – | – | – | – | – | – | – |
| Printing and Publication | 2 339 | 3 298 | – | 5 260 | 3 230 | 3 230 | – | 4 323 | 4 556 | 4 802 |
| Protective Clothing | 377 | 549 | – | – | – | – | – | 1 742 | 1 836 | 1 935 |
| Skills development levy | 941 | – | – | 1 254 | 1 264 | 1 264 | – | 1 377 | 1 451 | 1 529 |
| Travel agents, subsistence and travelling | 4 110 | 3 132 | – | 4 234 | 3 484 | 3 484 | – | 4 223 | 4 451 | 4 691 |
| Software Licences | 2 855 | 6 644 | – | – | – | – | – | 2 104 | 2 218 | 2 337 |
| Telephone, Fax, Telegraph and Telex | 3 267 | 3 567 | – | – | – | – | – | – | – | – |
| Fuel and oil | 4 556 | 7 507 | – | – | – | – | – | 4 585 | 4 833 | 5 094 |
| Bank charges | 342 | 386 | – | – | – | – | – | 725 | 764 | 806 |
| Remuneration of Ward Committees | – | – | – | – | – | – | – | 3 200 | 3 373 | 3 555 |
| Risk Management | – | – | – | – | – | – | – | – | – | – |
| Training | – | – | – | – | – | – | – | – | – | – |
| Advertising | 424 | 922 | – | 308 | 278 | 278 | – | 293 | 309 | 325 |
| Total 'Other' Expenditure | 66 734 | 161 695 | 93 908 | 46 656 | 42 994 | 42 994 | 32 280 | 50 959 | 49 603 | 51 082 |
| Repairs and Maintenance by Expenditure Item | | | | | | | | | | |
| Employee related costs | 750 | 946 | – | 1 000 | 1 000 | 1 000 | – | – | – | – |
| Other materials | 1 687 | 1 802 | 5 482 | 2 000 | 2 000 | 2 000 | 5 482 | 6 913 | 7 286 | 7 680 |
| Contracted Services | 4 049 | 4 206 | 2 538 | 5 400 | 3 704 | 3 704 | 2 538 | 3 704 | 3 904 | 4 115 |
| Other Expenditure | 2 850 | 3 399 | 4 285 | 9 550 | 3 670 | 3 670 | – | – | – | – |
| Total Repairs and Maintenance Expenditure | 9 337 | 10 353 | 12 305 | 17 950 | 10 374 | 10 374 | 8 020 | 10 617 | 11 191 | 11 795 |

Table 20 MBRR Table SA2 – Matrix Financial Performance Budget (revenue sources and expenditure type and vote)

| Description | Vote 1 - Executive & Council | Vote 2 - Office of the Municipal Manager | Vote 3 - Budget & Treasury | Vote 4 - Corporate Services | Vote 5 - Community Services | Vote 6 - Technical Services | Vote 7 - Developmental Planning | Vote 8 - Executive Support | Total |
|--|------------------------------|--|----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------------|----------------------------|----------------|
| Revenue By Source | | | | | | | | | |
| Property rates | - | - | 34 727 | - | - | - | - | - | 34 727 |
| Service charges - electricity revenue | - | - | - | - | - | 86 051 | - | - | 86 051 |
| Service charges - water revenue | - | - | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | - | - | - | - | - | - | - | - | - |
| Service charges - refuse revenue | - | - | - | - | 8 550 | - | - | - | 8 550 |
| Rental of facilities and equipment | - | - | - | - | - | 1 052 | - | - | 1 052 |
| Interest earned - external investments | - | - | 2 946 | - | - | - | - | - | 2 946 |
| Interest earned - outstanding debtors | - | - | 3 326 | - | 323 | 3 392 | - | - | 7 040 |
| Dividends received | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | - | - | - | - | 73 850 | 9 | - | - | 73 860 |
| Licences and permits | - | - | - | - | 5 470 | - | - | - | 5 470 |
| Agency services | - | - | - | - | - | - | - | - | - |
| Other revenue | - | - | 444 | 8 | 69 | 475 | 669 | - | 1 664 |
| Transfers and subsidies | 41 063 | 34 831 | 24 047 | 41 994 | 45 597 | 60 412 | 12 481 | 17 193 | 277 618 |
| Gains on disposal of PPE | - | - | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | 41 063 | 34 831 | 65 490 | 42 002 | 133 859 | 151 391 | 13 150 | 17 193 | 498 978 |
| Expenditure By Type | | | | | | | | | |
| Employee related costs | - | 10 617 | 24 653 | 16 989 | 47 958 | 30 811 | 6 721 | 13 556 | 151 305 |
| Remuneration of councillors | 25 554 | - | - | - | - | - | - | - | 25 554 |
| Debt impairment | - | - | 9 144 | - | 43 738 | 4 979 | - | - | 57 860 |
| Depreciation & asset impairment | - | - | - | 6 009 | 3 732 | 44 101 | - | - | 53 842 |
| Finance charges | - | - | - | - | - | 2 490 | - | - | 2 490 |
| Bulk purchases | - | - | - | - | - | 76 587 | - | - | 76 587 |
| Other materials | 25 | 25 | 585 | 350 | 1 316 | 6 925 | 53 | - | 9 278 |
| Contracted services | 3 900 | 24 470 | 10 386 | 3 794 | 11 460 | 4 348 | 6 | 1 521 | 59 885 |
| Transfers and subsidies | 500 | - | - | 1 767 | - | 1 473 | - | - | 3 740 |
| Other expenditure | 10 605 | 1 794 | 10 490 | 8 860 | 4 866 | 9 008 | 4 679 | 656 | 50 959 |
| Loss on disposal of PPE | - | - | - | - | - | - | - | - | - |
| Total Expenditure | 40 584 | 36 906 | 55 258 | 37 770 | 113 070 | 180 721 | 11 460 | 15 733 | 491 501 |
| Surplus/(Deficit) | 479 | (2 075) | 10 232 | 4 232 | 20 789 | (29 331) | 1 691 | 1 460 | 7 478 |
| Transfers and subsidies - capital (monetary allocations) (National) | - | - | - | - | - | 73 921 | - | - | 73 921 |
| Transfers and subsidies - capital (monetary allocations) (National) | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (in-kind - all) | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | 479 | (2 075) | 10 232 | 4 232 | 20 789 | 44 590 | 1 691 | 1 460 | 81 399 |

Table 21 MBRR Table SA3 – Budgeted Financial Position

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & | | |
|--|-----------------|-----------------|-----------------|----------------------|------------------|--------------------|-------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| ASSETS | | | | | | | | | | |
| Call investment deposits | | | | | | | | | | |
| Call deposits | 6 899 | 15 657 | – | 15 582 | 15 582 | 15 582 | – | 22 052 | 22 052 | 22 052 |
| Other current investments | | | | | | | | – | – | – |
| Total Call investment deposits | 6 899 | 15 657 | – | 15 582 | 15 582 | 15 582 | – | 22 052 | 22 052 | 22 052 |
| Consumer debtors | | | | | | | | | | |
| Consumer debtors | 63 571 | 48 181 | 50 783 | 95 415 | 95 415 | 95 415 | 105 069 | 57 869 | 72 537 | 87 998 |
| Less: Provision for debt impairment | (39 026) | (27 545) | (25 831) | (54 932) | (54 932) | (54 932) | (54 932) | (16 223) | (17 099) | (18 022) |
| Total Consumer debtors | 24 545 | 20 636 | 24 953 | 40 483 | 40 483 | 40 483 | 50 137 | 41 646 | 55 439 | 69 976 |
| Debt impairment provision | | | | | | | | | | |
| Balance at the beginning of the year | 31 173 | – | – | 44 511 | 44 511 | 44 511 | 44 511 | 47 810 | 49 484 | 52 278 |
| Contributions to the provision | 7 853 | – | – | 10 421 | 10 421 | 10 421 | 10 421 | 10 050 | 11 500 | 12 000 |
| Bad debts written off | – | – | – | – | – | – | – | – | – | – |
| Balance at end of year | 39 026 | – | – | 54 932 | 54 932 | 54 932 | 54 932 | 57 860 | 60 984 | 64 278 |
| Property, plant and equipment (PPE) | | | | | | | | | | |
| PPE at cost/valuation (excl. finance leases) | 1 178 208 | 1 327 669 | 1 363 791 | 1 508 325 | 1 508 325 | 1 508 325 | 989 423 | 1 057 709 | 1 095 896 | 1 106 678 |
| Leases recognised as PPE | 21 084 | 21 084 | 21 084 | 21 084 | 21 084 | 21 084 | – | – | – | – |
| Less: Accumulated depreciation | 328 046 | 410 397 | 432 558 | 512 777 | 512 777 | 512 777 | – | – | – | – |
| Total Property, plant and equipment (PPE) | 871 247 | 938 356 | 952 317 | 1 016 632 | 1 016 632 | 1 016 632 | 989 423 | 1 057 709 | 1 095 896 | 1 106 678 |
| LIABILITIES | | | | | | | | | | |
| Current liabilities - Borrowing | | | | | | | | | | |
| Short term loans (other than bank overdraft) | | | | | | | | | | |
| Current portion of long-term liabilities | 8 170 | 6 900 | – | 10 000 | 6 811 | 6 811 | 10 997 | 9 686 | 11 050 | 2 504 |
| Total Current liabilities - Borrowing | 8 170 | 6 900 | – | 10 000 | 6 811 | 6 811 | 10 997 | 9 686 | 11 050 | 2 504 |
| Trade and other payables | | | | | | | | | | |
| Trade Payables | 52 069 | 65 288 | 81 839 | 52 000 | 52 000 | 52 000 | 90 845 | 55 466 | 57 466 | 60 569 |
| Other creditors | 1 575 | 16 956 | – | – | – | – | – | 5 457 | 9 070 | 1 401 |
| Unspent conditional transfers | – | – | – | 466 | 466 | 466 | 466 | – | – | – |
| VAT | – | – | – | – | – | – | – | – | – | – |
| Total Trade and other payables | 53 644 | 82 244 | 81 839 | 52 466 | 52 466 | 52 466 | 91 311 | 60 924 | 66 536 | 61 970 |
| Non current liabilities - Borrowing | | | | | | | | | | |
| Borrowing | – | – | – | – | – | – | – | – | – | – |
| Finance leases (including PPP asset element) | 11 520 | – | – | 30 677 | 23 240 | 23 240 | 23 240 | 13 554 | 2 504 | – |
| Total Non current liabilities - Borrowing | 11 520 | – | – | 30 677 | 23 240 | 23 240 | 23 240 | 13 554 | 2 504 | – |
| Provisions - non-current | | | | | | | | | | |
| Retirement benefits | 34 243 | 37 217 | 93 955 | 37 217 | 37 217 | 37 217 | 37 217 | – | – | – |
| <i>List other major provision items</i> | | | | | | | | | | |
| Refuse landfill site rehabilitation | 45 592 | 47 463 | – | 44 516 | 44 516 | 44 516 | 46 920 | 45 924 | 46 738 | 49 262 |
| Other | 4 509 | 5 131 | 4 251 | 4 218 | 4 218 | 4 218 | 13 863 | 4 218 | 4 218 | 4 446 |
| Total Provisions - non-current | 84 345 | 89 811 | 98 206 | 85 952 | 85 952 | 85 952 | 98 000 | 50 142 | 50 956 | 53 708 |
| CHANGES IN NET ASSETS | | | | | | | | | | |
| Accumulated Surplus/(Deficit) | | | | | | | | | | |
| Accumulated Surplus/(Deficit) - opening balance | 833 887 | 940 956 | 894 192 | 945 264 | 963 624 | 963 624 | 920 466 | 1 004 821 | 1 065 682 | 1 115 007 |
| GRAP adjustments | | | | | | | | | | |
| Restated balance | 833 887 | 940 956 | 894 192 | 945 264 | 963 624 | 963 624 | 920 466 | 1 004 821 | 1 065 682 | 1 115 007 |
| Surplus/(Deficit) | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 282 | 81 399 | 82 304 | 92 999 |
| Accumulated Surplus/(Deficit) | 872 288 | 904 896 | 894 645 | 1 014 570 | 1 034 431 | 1 034 431 | 969 748 | 1 086 220 | 1 147 986 | 1 208 006 |
| Total Reserves | – | – | – | – | – | – | – | – | – | – |
| TOTAL COMMUNITY WEALTH/EQUITY | 872 288 | 904 896 | 894 645 | 1 014 570 | 1 034 431 | 1 034 431 | 969 748 | 1 086 220 | 1 147 986 | 1 208 006 |

Table 21 MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

| Strategic Objective | Goal | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|--|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | | 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 |
| Executive & Council | | | | | | | | | | |
| To Strengthen participatory governance within the governance | Sound Governance | - | | 31 540 | 38 168 | 38 168 | 38 168 | 41 063 | 43 608 | 45 833 |
| Office of the Municipal Manager | | | | | | | | | | |
| Improved efficiency and effectiveness of the municipal administration | Capacitated and effective human capital | 930 | - | 15 805 | 31 469 | 31 469 | 31 469 | 34 831 | 36 147 | 39 856 |
| Budget & Treasury | | | | | | | | | | |
| To implement sound financial management practices | Sustainable financial growth/Viability | 247 402 | 253 036 | 83 272 | 64 695 | 59 272 | 59 272 | 65 490 | 74 788 | 80 378 |
| Corporate Services | | | | | | | | | | |
| Improved efficiency and effectiveness of the municipal administration | Capacitated and effective human capital | 6 | 12 | 34 041 | 39 939 | 39 931 | 39 931 | 42 002 | 43 453 | 45 679 |
| Community Services | | | | | | | | | | |
| Facilitate promotion of health and well being of communities | improved social well being | 13 068 | 62 691 | 131 423 | 127 644 | 120 478 | 120 478 | 133 859 | 137 546 | 148 504 |
| Technical Services | | | | | | | | | | |
| Reduction in the level services delivery backlogs. To facilitate economic growth and sustainable job creation | Accessible and sustainable infrastructure and basic services | 143 712 | 141 006 | 211 539 | 211 110 | 203 280 | 203 280 | 225 312 | 238 597 | 249 282 |
| Development Planning | | | | | | | | | | |
| To provide a systematic integrated spatial/land development policy. Increase regularisation of built environment | Integrated human settlement | 1 186 | 1 635 | 1 529 | 11 493 | 11 282 | 11 282 | 13 150 | 12 315 | 13 095 |
| Executive Support | | | | | | | | | | |
| Facilitate promotion of health and well being of communities | improved social well being | 1 186 | 1 635 | 12 731 | 16 094 | 16 094 | 16 094 | 17 193 | 17 831 | 19 315 |
| Allocations to other priorities | | | | | | | | | | |
| | | - | - | - | - | - | - | - | - | - |
| Total Revenue | | 407 491 | 460 015 | 521 880 | 540 614 | 519 975 | 519 975 | 572 899 | 604 285 | 641 941 |

Table 22 MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

| Strategic Objective | Goal | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|---|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | | 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 |
| Executive & Council | | | | | | | | | | |
| To Strengthen participatory governance within the governance | Sound Governance | 29 961 | 31 808 | 36 404 | 37 886 | 35 307 | 35 307 | 40 584 | 43 107 | 45 747 |
| Office of the Municipal Manager | | | | | | | | | | |
| Improved efficiency and effectiveness of the municipal administration | Capacitated and effective human capital | 21 217 | 27 365 | 20 075 | 31 112 | 37 306 | 37 306 | 36 906 | 39 013 | 40 154 |
| Budget & Treasury | | | | | | | | | | |
| To implement sound financial management practices | Sustainable financial growth/Viability | 111 996 | 128 458 | 89 906 | 47 233 | 51 072 | 51 072 | 55 258 | 58 534 | 60 888 |
| Corporate Services | | | | | | | | | | |
| Improved efficiency and effectiveness of the municipal administration | Capacitated and effective human capital | 22 109 | 40 771 | 39 301 | 37 865 | 30 600 | 30 600 | 37 770 | 40 007 | 41 001 |
| Community Services | | | | | | | | | | |
| Facilitate promotion of health and well being of communities | improved social well being | 48 634 | 55 374 | 123 541 | 105 457 | 100 333 | 100 333 | 113 070 | 119 761 | 123 932 |
| Technical Services | | | | | | | | | | |
| Reduction in the level services delivery backlogs. To facilitate economic growth and sustainable job creation | Accessible and sustainable infrastructure and basic services | 104 289 | 183 344 | 188 616 | 185 027 | 167 702 | 167 702 | 180 721 | 194 315 | 210 272 |
| Development Planning | | | | | | | | | | |
| To provide a systematic intergrated spatial/land development policy. Increase regularisation of built environment | Intergrated human settlement | 6 505 | 12 074 | 7 999 | 11 188 | 9 977 | 9 977 | 11 460 | 10 507 | 9 381 |
| Executive Support | | | | | | | | | | |
| Facilitate promotion of health and well being of communities | improved social well being | 24 381 | 16 881 | 15 585 | 15 539 | 16 872 | 16 872 | 15 733 | 16 737 | 17 566 |
| Allocations to other priorities | | | | | | | | | | |
| | | - | - | - | - | - | - | - | - | - |
| Total Expenditure | | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 491 501 | 521 981 | 548 942 |

Table 23 MBRR Table SA6 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

| Strategic Objective | Goal | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|---|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | | 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 |
| Budget & Treasury | | | | | | | | | | |
| Improved efficiency and effectiveness of the municipal administration | Capacitated and effective human capital | - | - | - | 500 | - | - | - | - | - |
| Corporate Services | | | | | | | | | | |
| Improved efficiency and effectiveness of the municipal administration | Capacitated and effective human capital | 1 148 | 1 508 | 1 110 | 1 700 | 2 200 | 2 200 | 900 | 900 | 900 |
| Community Services | | | | | | | | | | |
| Facilitate promotion of health and well being of communities | improved social well being | 3 701 | 181 | 1 439 | 3 522 | 2 122 | 2 122 | - | - | - |
| Technical Services | | | | | | | | | | |
| Reduction in the level services delivery backlogs. To facilitate economic growth and sustainable job creation | Accessible and sustainable infrastructure and basic services | 103 539 | 78 393 | 105 013 | 70 147 | 67 048 | 67 048 | 76 525 | 84 564 | 85 391 |
| Development Planning | | | | | | | | | | |
| To provide a systematic intergrated spatial/land development policy. Increase regularisation of built environment | Intergrated human settlement | - | - | - | - | - | - | - | - | - |
| Executive Support | | | | | | | | | | |
| Facilitate promotion of health and well being of communities | improved social well being | - | 583 | - | - | - | - | - | - | - |
| Allocations to other priorities | | | | | | | | | | |
| | | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure | | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 77 425 | 85 464 | 86 291 |

Table 24 MBRR Table SA7 - Measurable performance objectives

| Description | Unit of measurement | 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 |
| Vote 2 - Municipal Manager | | | | | | | | | | |
| KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION | | | | | | | | | | |
| Improved efficiency and effectiveness of the Municipal Administration | % of KPIs and projects attaining organisational targets (total organisation) | 95% | 95% | 95% | 95% | 95% | 95% | 95% | 95% | 95% |
| Improved efficiency and effectiveness of the Municipal Administration | Final SDBIP approved by Mayor within 28 days after approval of Budget | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | | |
| To implement sound Financial management practices | % spend of the Total Operational Budget excluding non-cash items | 95% | 96% | 96% | 100% | 100% | 100% | 100% | 100% | 100% |
| To implement sound Financial management practices | % of remuneration compared to total operating expenditure | 34% | 36% | 36% | 38% | 38% | 38% | 38% | 38% | 38% |
| KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | |
| To strengthen participatory governance within the community | Number of final audited Annual Report submitted to Council on or before end of January | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| To strengthen participatory governance within the community | % of Council meetings resolutions implemented within the prescribed timeframe (3 months) | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| To strengthen participatory governance within the community | Number Final IDP tabled and approved by Council by the 31 May | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | |
| To create a culture of accountability and transparency | % of Auditor General matters resolved as per the approved audit action plan by 30 June 2018 | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| To create a culture of accountability and transparency | % execution of identified risk management plan within prescribed timeframes per quarter | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| KPA 3: LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | |
| To facilitate economic growth and sustainable job creation | Number of Grant agreement signed between EMLM and dept. of public works stipulating the EPWP targets | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Vote 3 - Budget and Treasury | | | | | | | | | | |
| KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | | | | | | | |
| To provide free basic services to registered indigents | % of registered indigent households with access to free basic electricity services by 30 June (GKPI) | 33% | 36% | 50% | 60% | 60% | 60% | 60% | 60% | 60% |
| To provide free basic services to registered indigents | | | | | | | | | | |
| KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | | |
| To implement sound Financial management practices | Cost coverage ratio by the 30 June 2018 (GKPI) | 2:01 | 2:01 | | 4:01 | 4:01 | 4:01 | 4:01 | 4:01 | 4:01 |
| To implement sound Financial management practices | % Collection Rate | 75% | 87% | 88% | 86% | 83% | 83% | 83% | 82% | 82% |
| Number of assets verification reports submitted to municipal manager by 30 June | | | | | | | | | | |
| KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | | |
| Compliance to MFMA legislation | Number of Set of Financial statements Audited Annual Financial Statements (AFS) and Audit report submitted to council by 31 December | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Compliance to MFMA legislation | number of monthly SCM deviation reports submitted to municipal manager | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 |
| Compliance to MFMA legislation | % Payment of creditors within 30 days | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Vote 4 - Corporate Services | | | | | | | | | | |
| KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION | | | | | | | | | | |
| To attract, develop and retain ethical and best human capital | Number of people from employment equity target groups employed in the three highest level of management in compliance with a municipality's approved employment equity plan (GKPI) | 3 | 3 | | 3 | 3 | 3 | 3 | 3 | 3 |
| To attract, develop and retain ethical and best human capital | % of budget spent implementing the Workplace Skills Plan by the 30 June (GKPI) | 75% | 71% | 80% | 100% | 100% | 100% | 100% | 100% | 100% |
| To attract, develop and retain ethical and best human capital | Number of organizational structure reviewed and aligned to the IDP and Budget by 30 June | 1 | 1 | | 1 | 1 | 1 | 1 | 1 | 1 |

Table 24 MBRR Table SA7 - Measurable performance objectives (continued)

| Description | Unit of measurement | 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 |
| Vote 5 - Community Services | | | | | | | | | | |
| KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | | | | | | | |
| Reduction in the level of Service Delivery backlogs | % of households with access to a minimum level of basic waste removal by 30 June 2018 (once per week) (GKPI) | 11% | 13% | 15% | 17% | 17% | 17% | 17% | 17% | 17% |
| To facilitate promotion of education upliftment within communities | Number of initiatives held to promote library facilities by 30 June | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| To ensure communities are contributing towards climate change and reduction of carbon footprint | Number of waste minimization projects initiated by 30 June (Environmental awareness programmes) | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Increase the accessibility of emergency services to the community | Number of disaster awareness campaigns conducted by 30 June | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Facilitate safe and secure neighborhoods | Number of community safety forum meeting held | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Vote 6 - Technical Services | | | | | | | | | | |
| KPA 3: LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | |
| To facilitate economic growth and sustainable job creation | Number of additional jobs to be created using the Expanded Public Works Programme guidelines and other municipal programmes | 460 | 465 | 465 | 630 | 630 | 630 | 630 | 630 | 630 |
| To facilitate economic growth and sustainable job creation | % development of lighting master plan | 80% | 80% | 80% | 100% | 100% | 100% | 100% | 100% | 100% |
| To facilitate economic growth and sustainable job creation | Number of additional households living in formal areas provided with electricity connections | 0 | 0 | 0 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| To facilitate economic growth and sustainable job creation | Kilometers of new paved roads to be built | 2 | 4 | 4 | 8 | 8 | 8 | 8 | 8 | 8 |
| To facilitate economic growth and sustainable job creation | resurfaced/rehabilitated/resealed | | | | | | | | | |
| To facilitate economic growth and sustainable job creation | % Development of roads master plan and maintenance plan | 0% | 0% | 0% | 100% | 100% | 100% | 100% | 100% | 100% |
| To facilitate economic growth and sustainable job creation | % Roads signs, main holes, temporary bridges and sign boards | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| To facilitate economic growth and sustainable job creation | Percentage of Household Electrified relative to backlog | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% |
| KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | | |
| Reduction in the level of Service Delivery backlogs | % Development of capital project implementation plan submitted to municipal manager for approval by 30 June 2018 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Reduction in the level of Service Delivery backlogs | % Spending on MIG funding by the 30 June | 1 | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% |
| Reduction in the level of Service Delivery backlogs | % Spending on INEP funding by the 30 June | 1 | 98% | 98% | 98% | 98% | 98% | 98% | 98% | 98% |
| Reduction in the level of Service Delivery backlogs | | | | | | | | | | |

Table 24 MBRR Table SA7 - Measurable performance objectives (continued)

| Description | Unit of measurement | 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 |
| Vote 8 - Development Planning | | | | | | | | | | |
| KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE | | | | | | | | | | |
| To provide a systematic integrated spatial / land development policy | Number of informal settlements targeted for upgrading | 2 | 5 | 5 | 1 | 1 | 1 | 1 | 1 | 1 |
| To provide a systematic integrated spatial / land development policy | % Development of a Spatial Development Framework | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| To provide a systematic integrated spatial / land development policy | % of Site demarcation projects completed | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| To provide a systematic integrated spatial / land development policy | % projects implemented based on SPLUMA | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| To provide a systematic integrated spatial / land development policy | % of land use applications received and processed within 90 days | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Increase regularisation of built environment | % of new building plans of less than 500 square metres assessed within 10 days of receipt of plans | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Increase regularisation of built environment | % of new building plans of more than 500 square meters assessed within 28 days of receipt of plans | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Increase regularisation of built environment | % of inspections conducted on building construction with an approved plan to ensure compliance with National Building Regulations and Building Standards | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| KPA 3: LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | |
| To facilitate economic growth and sustainable job creation | Number of job opportunities provided through EPWP grant by 30 June | 34 | 35 | 35 | 70 | 70 | 70 | 70 | 70 | 70 |
| To facilitate economic growth and sustainable job creation | Number of networking events held by 30 June | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 |
| To facilitate economic growth and sustainable job creation | Number of SMME's and Co-operatives capacity building workshops held by 30 June | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| To facilitate economic growth and sustainable job creation | Number of Review of LED Strategy | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Vote 9 - Executive Support | | | | | | | | | | |
| KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | | | | | | | |
| Facilitate promotion of health and well-being of communities | Number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights by the 30 June | 1 | 2 | | 4 | 4 | 4 | 4 | 4 | 4 |
| To strengthen participatory governance within the community | Number of quarterly reports submitted to Council in terms of items raised during public participation; within the mandate of Council, that are processed and resolved within (3) months | 1 | 2 | | 4 | 4 | 4 | 4 | 4 | 4 |
| Public Participation | Number of Community Satisfaction Surveys conducted by the 30 June | 1 | 1 | | 1 | 1 | 1 | 1 | 1 | 1 |
| KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | |
| To create a culture of accountability and transparency | Number of MPAC quarterly reports submitted to council | 4 | 4 | | 4 | 4 | 4 | 4 | 4 | 4 |
| Facilitates promotion of health and well-being of communities | Number of Mayoral outreach projects initiated by 30 June | 2 | 2 | | 2 | 2 | 2 | 2 | 2 | 2 |
| Facilitates promotion of health and well-being of communities | Number of Speaker's outreach projects initiated by 30 June | 2 | 2 | | 2 | 2 | 2 | 2 | 2 | 2 |
| Facilitates promotion of health and well-being of communities | number of MPAC outreach projects initiated by 30 June | 1 | 1 | | 1 | 1 | 1 | 1 | 1 | 1 |

Table 25 MBRR Table SA8 – Performance indicators and benchmarks

| Description of financial indicator | Basis of calculation | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & | | |
|--|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|-------------------------------|------------------------|------------------------|
| | | 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 |
| Borrowing Management | | | | | | | | | | | |
| Credit Rating | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Charges to Operating Expenditure | Interest & Principal Paid /Operating Expenditure | 1.9% | 1.9% | 1.4% | 2.7% | 2.2% | 2.2% | 2.8% | 2.5% | 2.3% | 0.5% |
| Capital Charges to Own Revenue | Finance charges & Repayment of borrowing /Own Revenue | 6.3% | 5.4% | 3.6% | 5.4% | 4.6% | 4.6% | 6.8% | 5.5% | 5.2% | 1.0% |
| Borrowed funding of 'town' capital expenditure | Borrowing/Capital expenditure excl. transfers and grants and contributions | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Safety of Capital | | | | | | | | | | | |
| Gearing | Long Term Borrowing/ Funds & Reserves | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Liquidity | | | | | | | | | | | |
| Current Ratio | Current assets/current liabilities | 0.8 | 0.9 | 0.7 | 1.7 | 1.9 | 1.9 | 1.4 | 1.3 | 1.4 | 2.1 |
| Current Ratio adjusted for aged debtors | Current assets less debtors > 90 days/current liabilities | 0.8 | 0.9 | 0.7 | 1.7 | 1.9 | 1.9 | 1.4 | 1.3 | 1.4 | 2.1 |
| Liquidity Ratio | Monetary Assets/Current Liabilities | 0.2 | 0.2 | 0.1 | 0.2 | 0.4 | 0.4 | 0.1 | 0.3 | 0.4 | 0.7 |
| Revenue Management | | | | | | | | | | | |
| Annual Debtors Collection Rate (Payment Level %) | Last 12 Mths Receipts/Last 12 Mths Billing | | 74.8% | 86.8% | 88.1% | 87.2% | 82.6% | 82.6% | 78.8% | 82.6% | 82.1% |
| Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue) | | 74.8% | 87.4% | 88.1% | 85.8% | 82.6% | 82.6% | 78.7% | 82.6% | 82.1% | 82.1% |
| Outstanding Debtors to Revenue | Total Outstanding Debtors to Annual Revenue | 12.9% | 16.2% | 13.2% | 20.8% | 21.8% | 21.8% | 47.7% | 15.3% | 17.4% | 19.2% |
| Longstanding Debtors Recovered | Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old | 3.0% | 2.5% | 3.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| Creditors Management | | | | | | | | | | | |
| 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 | | 436.2% | 311.7% | 1321.2% | 288.3% | 214.2% | 214.2% | 987.1% | 205.9% | 179.8% | 116.4% |
| Other Indicators | | | | | | | | | | | |
| Electricity Distribution Losses (2) | Total Volume Losses (kW) | 10 458 734 | 9 915 702 | 16 148 505 | 14 000 000 | 15 424 200 | 15 424 200 | 11 858 579 | 14 242 000 | 13 020 000 | 11 000 000 |
| | Total Cost of Losses (Rand '000) | 8 859 | 8 330 | 21 200 | 15 000 | 17 000 | 17 000 | 5 604 | 15 000 | 14 000 | 12 500 |
| | % Volume (units purchased and generated less units sold)/units purchased and generated | 15% | 14% | 23% | 20% | 19% | 19% | 11% | 18% | 16% | 13% |
| Water Distribution Losses (2) | Total Volume Losses (kℓ) | – | – | – | – | – | – | – | – | – | – |
| | Total Cost of Losses (Rand '000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % Volume (units purchased and generated less units sold)/units purchased and generated | – | – | – | – | – | – | – | – | – | – |
| Employee costs | Employee costs/(Total Revenue - capital revenue) | 34.0% | 30.1% | 30.0% | 28.1% | 28.6% | 28.6% | 31.5% | 30.3% | 30.4% | 30.0% |
| Remuneration | Total remuneration/(Total Revenue - capital revenue) | 39.7% | 35.0% | 35.4% | 33.4% | 34.0% | 34.0% | 34.0% | 35.4% | 35.6% | 35.0% |
| Repairs & Maintenance | R&M/(Total Revenue excluding capital revenue) | 2.8% | 2.6% | 2.9% | 3.8% | 2.3% | 2.3% | 2.3% | 2.1% | 2.1% | 2.1% |
| Finance charges & Depreciation | FC&D/(Total Revenue - capital revenue) | 15.7% | 12.6% | 12.7% | 11.3% | 11.9% | 11.9% | 8.8% | 11.3% | 10.9% | 10.2% |
| IDP regulation financial viability indicators | | | | | | | | | | | |
| i. Debt coverage | (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | 6.1 | 9.1 | 13.5 | 21.1 | 21.1 | 21.1 | 9.0 | 14.2 | 31.8 | 33.5 |
| ii. O/S Service Debtors to Revenue | Total outstanding service debtors/annual revenue received for services | 45.8% | 60.8% | 54.8% | 71.3% | 80.2% | 80.2% | 158.7% | 58.6% | 67.0% | 74.9% |
| iii. Cost coverage | (Available cash + Investments)/monthly fixed operational expenditure | 0.5 | 0.8 | 0.2 | 0.6 | 0.8 | 0.8 | 0.5 | 0.8 | 0.9 | 1.4 |

Table 25 MBRR Table SA9 – Details on provision of municipal services

| Total municipal services | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|--|---------------|---------------|---------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Household service targets (000) | | | | | | | | | |
| <u>Energy:</u> | | | | | | | | | |
| Electricity (at least min.service level) | 58 750 | 58 750 | 61 923 | 62 464 | 62 464 | 62 464 | 69 458 | 73 278 | 77 235 |
| Electricity - prepaid (min.service level) | | | - | | | | | | |
| <i>Minimum Service Level and Above sub-total</i> | 58 750 | 58 750 | 61 923 | 62 464 | 62 464 | 62 464 | 69 458 | 73 278 | 77 235 |
| Electricity (< min.service level) | | | - | | | | | | |
| Electricity - prepaid (< min. service level) | | | - | | | | | | |
| Other energy sources | 3 000 | 3 126 | 3 295 | 3 895 | 3 895 | 3 895 | 3 480 | 3 000 | 3 162 |
| <i>Below Minimum Service Level sub-total</i> | 3 000 | 3 126 | 3 295 | 3 895 | 3 895 | 3 895 | 3 480 | 3 000 | 3 162 |
| Total number of households | 61 750 | 61 876 | 65 217 | 66 359 | 66 359 | 66 359 | 72 938 | 76 278 | 80 397 |
| <u>Refuse:</u> | | | | | | | | | |
| Removed at least once a week | 4 836 | 5 148 | 5 426 | 16 042 | 16 042 | 16 042 | 11 534 | 11 534 | 11 534 |
| <i>Minimum Service Level and Above sub-total</i> | 4 836 | 5 148 | 5 426 | 16 042 | 16 042 | 16 042 | 11 534 | 11 534 | 11 534 |
| Removed less frequently than once a week | 394 | 400 | 422 | 405 | 405 | 405 | 405 | 405 | 405 |
| Using communal refuse dump | 1 993 | 1 993 | 2 101 | 1 993 | 1 993 | 1 993 | 1 993 | 1 993 | 1 993 |
| Using own refuse dump | 38 712 | 38 712 | 40 802 | 38 712 | 38 712 | 38 712 | 42 524 | 42 524 | 42 524 |
| Other rubbish disposal | 703 | 703 | 741 | 703 | 703 | 703 | 703 | 703 | 703 |
| No rubbish disposal | 8 504 | 8 504 | 8 963 | 8 504 | 8 504 | 8 504 | 8 504 | 8 504 | 8 504 |
| <i>Below Minimum Service Level sub-total</i> | 50 306 | 50 312 | 53 029 | 50 317 | 50 317 | 50 317 | 54 129 | 54 129 | 54 129 |
| Total number of households | 55 142 | 55 460 | 58 455 | 66 359 | 66 359 | 66 359 | 65 663 | 65 663 | 65 663 |
| | | | | | | | | | |
| Municipal in-house services | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
| | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Household service targets (000) | | | | | | | | | |
| <u>Energy:</u> | | | | | | | | | |
| Electricity (at least min.service level) | 58 750 | 58 750 | 61 923 | 62 464 | 62 464 | 62 464 | 69 458 | 73 278 | 77 235 |
| Electricity - prepaid (min.service level) | | | - | | | | | | |
| <i>Minimum Service Level and Above sub-total</i> | 58 750 | 58 750 | 61 923 | 62 464 | 62 464 | 62 464 | 69 458 | 73 278 | 77 235 |
| Electricity (< min.service level) | | | - | | | | | | |
| Electricity - prepaid (< min. service level) | | | - | | | | | | |
| Other energy sources | 3 000 | 3 126 | 3 295 | 3 895 | 3 895 | 3 895 | 3 480 | 3 000 | 3 162 |
| <i>Below Minimum Service Level sub-total</i> | 3 000 | 3 126 | 3 295 | 3 895 | 3 895 | 3 895 | 3 480 | 3 000 | 3 162 |
| Total number of households | 61 750 | 61 876 | 65 217 | 66 359 | 66 359 | 66 359 | 72 938 | 76 278 | 80 397 |
| <u>Refuse:</u> | | | | | | | | | |
| Removed at least once a week | 4 836 | 5 148 | 5 426 | 16 042 | 16 042 | 16 042 | 11 534 | 11 534 | 11 534 |
| <i>Minimum Service Level and Above sub-total</i> | 4 836 | 5 148 | 5 426 | 16 042 | 16 042 | 16 042 | 11 534 | 11 534 | 11 534 |
| Removed less frequently than once a week | 394 | 400 | 422 | 405 | 405 | 405 | 405 | 405 | 405 |
| Using communal refuse dump | 1 993 | 1 993 | 2 101 | 1 993 | 1 993 | 1 993 | 1 993 | 1 993 | 1 993 |
| Using own refuse dump | 38 712 | 38 712 | 40 802 | 38 712 | 38 712 | 38 712 | 42 524 | 42 524 | 42 524 |
| Other rubbish disposal | 703 | 703 | 741 | 703 | 703 | 703 | 703 | 703 | 703 |
| No rubbish disposal | 8 504 | 8 504 | 8 963 | 8 504 | 8 504 | 8 504 | 8 504 | 8 504 | 8 504 |
| <i>Below Minimum Service Level sub-total</i> | 50 306 | 50 312 | 53 029 | 50 317 | 50 317 | 50 317 | 54 129 | 54 129 | 54 129 |
| Total number of households | 55 142 | 55 460 | 58 455 | 66 359 | 66 359 | 66 359 | 65 663 | 65 663 | 65 663 |

Table 25 MBRR Table SA10 – Funding measurement

| Description | MFMA section | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|---|--------------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | | 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 | | | | | | | | | | | |
| - R'000 | 18(1)b | 11 965 | 20 944 | 6 194 | 18 038 | 24 273 | 24 273 | 9 204 | 26 934 | 31 956 | 52 052 |
| Cash + investments at the yr end less applications - R'000 | 18(1)b | (16 310) | (25 013) | (45 959) | 18 185 | 22 502 | 22 502 | 33 591 | 2 318 | 10 232 | 44 052 |
| Cash year end/monthly employee/supplier payments | 18(1)b | 0.5 | 0.8 | 0.2 | 0.6 | 0.8 | 0.8 | 0.5 | 0.8 | 0.9 | 1.4 |
| Surplus/(Deficit) excluding depreciation offsets: R'000 | 18(1) | 38 400 | (36 060) | 453 | 69 306 | 70 807 | 70 807 | 49 020 | 81 399 | 82 304 | 92 999 |
| Service charge rev % change - macro CPIX target exclusive | 18(1)a,(2) | N.A. | 7.0% | (8.1%) | 31.0% | (17.0%) | (6.0%) | (32.7%) | (0.8%) | (0.6%) | (0.6%) |
| Cash receipts % of Ratepayer & Other revenue | 18(1)a,(2) | 70.4% | 57.2% | 53.2% | 59.8% | 57.9% | 57.9% | 80.4% | 56.9% | 56.6% | 56.6% |
| Debt impairment expense as a % of total billable revenue | 18(1)a,(2) | 8.9% | 20.5% | 74.2% | 38.7% | 44.7% | 44.7% | 34.6% | 44.7% | 44.7% | 43.1% |
| Capital payments % of capital expenditure | 18(1)c;19 | 100.0% | 100.0% | 98.9% | 100.0% | 95.0% | 95.0% | 94.8% | 100.0% | 100.0% | 100.0% |
| Borrowing receipts % of capital expenditure (excl. transfers) | 18(1)c | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Grants % of Govt. legislated/gazetted allocations | 18(1)a | | | | | | | | 100.0% | 100.0% | 100.0% |
| Current consumer debtors % change - incr(decr) | 18(1)a | N.A. | 48.4% | (12.1%) | 78.1% | 0.0% | 0.0% | 44.8% | (23.2%) | 20.5% | 17.9% |
| Long term receivables % change - incr(decr) | 18(1)a | N.A. | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| R&M % of Property Plant & Equipment | 20(1)(vi) | 1.1% | 1.1% | 1.3% | 1.8% | 1.0% | 1.0% | 1.1% | 1.0% | 1.0% | 1.1% |
| Asset renewal % of capital budget | 20(1)(vi) | 27.9% | 50.4% | 39.6% | 44.9% | 48.4% | 48.4% | 0.0% | 6.2% | 18.9% | 25.2% |
| Supporting indicators | | | | | | | | | | | |
| % incr total service charges (incl prop rates) | 18(1)a | 0.0% | 13.0% | (2.1%) | 37.0% | (11.0%) | 0.0% | (26.7%) | 5.2% | 5.4% | 5.4% |
| % incr Property Tax | 18(1)a | 0.0% | 15.3% | 0.6% | 41.1% | (9.9%) | 0.0% | (29.5%) | 5.2% | 5.4% | 5.4% |
| % incr 2 | 18(1)a | 0.0% | 8.7% | (4.5%) | 32.1% | (8.4%) | 0.0% | (24.8%) | 5.2% | 5.4% | 5.4% |
| % incr 2 | 18(1)a | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| % incr 2 | 18(1)a | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| % incr | 18(1)a | 0.0% | 76.6% | 12.2% | 67.8% | (33.6%) | 0.0% | (34.7%) | 5.2% | 5.4% | 5.4% |
| % incr in | 18(1)a | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Total billable revenue | 18(1)a | 91 183 | 103 065 | 100 852 | 138 196 | 122 935 | 122 935 | 90 128 | 129 328 | 136 312 | 143 672 |
| Service charges | | 91 183 | 103 065 | 100 852 | 138 196 | 122 935 | 122 935 | 90 128 | 129 328 | 136 312 | 143 672 |
| Property rates | | 22 395 | 25 815 | 25 978 | 36 650 | 33 010 | 33 010 | 23 286 | 34 727 | 36 602 | 38 579 |
| Service charges - electricity revenue | | 65 104 | 70 745 | 67 575 | 89 298 | 81 798 | 81 798 | 61 532 | 86 051 | 90 698 | 95 595 |
| Service charges - refuse removal | | 3 684 | 6 506 | 7 299 | 12 249 | 8 127 | 8 127 | 5 310 | 8 550 | 9 011 | 9 498 |
| Service charges - other | | - | - | - | - | - | - | - | - | - | - |
| Rental of facilities and equipment | | 2 213 | 1 319 | 944 | 1 220 | 1 000 | 1 000 | 554 | 1 052 | 1 109 | 1 169 |
| Capital expenditure excluding capital grant funding | | 31 200 | 11 770 | 23 699 | 20 365 | 15 417 | 15 417 | (2 925) | 13 146 | 20 912 | 20 402 |
| Cash receipts from ratepayers | 18(1)a | 77 010 | 100 101 | 103 643 | 136 734 | 120 230 | 120 230 | 96 955 | 124 226 | 130 223 | 137 255 |
| Ratepayer & Other revenue | 18(1)a | 109 360 | 175 091 | 194 889 | 228 506 | 207 619 | 207 619 | 120 628 | 218 415 | 230 209 | 242 641 |
| Change in consumer debtors (current and non-current) | | 12 | 20 701 | (7 652) | 43 587 | 43 587 | 43 587 | 88 130 | (23 033) | 15 668 | 16 514 |
| Operating and Capital Grant Revenue | 18(1)a | 293 840 | 282 035 | 324 064 | 309 108 | 309 557 | 309 557 | 224 992 | 351 539 | 370 971 | 396 028 |
| Capital expenditure - total | 20(1)(vi) | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 44 483 | 77 425 | 85 464 | 86 291 |
| Capital expenditure - renewal | 20(1)(vi) | 30 190 | 40 622 | 42 569 | 34 072 | 34 509 | 34 509 | 34 509 | 4 783 | 16 192 | 21 758 |
| Supporting benchmarks | | | | | | | | | | | |
| Growth guideline maximum | | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% |
| CPI guideline | | 4.3% | 3.9% | 4.6% | 5.0% | 5.0% | 5.0% | 5.0% | 5.4% | 5.6% | 5.4% |
| DoRA operating grants total MFY | | | | | | | | | 277 618 | 296 737 | 320 255 |
| DoRA capital grants total MFY | | | | | | | | | 73 921 | 74 234 | 75 773 |
| Provincial operating grants | | | | | | | | | - | - | - |
| Provincial capital grants | | | | | | | | | - | - | - |
| District Municipality grants | | | | | | | | | - | - | - |
| Total gazetted/advised national, provincial and district grants | | | | | | | | | 351 539 | 370 971 | 396 028 |
| Average annual collection rate (arrears inclusive) | | | | | | | | | | | |
| DoRA operating | | | | | | | | | | | |
| Local Government Equitable Share | | | | | | | | | 269 009 | 289 070 | 311 324 |
| Finance Management | | | | | | | | | 2 235 | 2 667 | 2 931 |
| EPWP Incentive | | | | | | | | | 1 374 | - | - |
| Energy Efficiency and Demand Side Management | | | | | | | | | 5 000 | 5 000 | 6 000 |
| | | | | | | | | | 277 618 | 296 737 | 320 255 |
| DoRA capital | | | | | | | | | | | |
| Municipal Infrastructure Grant (MIG) | | | | | | | | | 54 921 | 57 934 | 62 269 |
| Integrated National Electrification Grant | | | | | | | | | 19 000 | 16 300 | 13 504 |
| | | | | | | | | | 73 921 | 74 234 | 75 773 |

Table 25 MBRR Table SA10 – Funding measurement (continued)

| Description | MFMA section | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|--|--------------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | | 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 |
| Trend | | | | | | | | | | | |
| Change in consumer debtors (current and non-current) | | 12 | 20 701 | (7 652) | 88 130 | (23 033) | 15 668 | 16 514 | – | – | – |
| Total Operating Revenue | | 330 303 | 391 085 | 423 980 | 476 784 | 455 697 | 455 697 | 301 892 | 498 978 | 530 051 | 566 168 |
| Total Operating Expenditure | | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 297 841 | 491 501 | 521 981 | 548 942 |
| Operating Performance Surplus/(Deficit) | | (38 788) | (104 990) | (97 448) | 5 476 | 6 528 | 6 528 | 4 051 | 7 478 | 8 070 | 17 226 |
| Cash and Cash Equivalents (30 June 2012) | | | | | | | | | 26 934 | | |
| Revenue | | | | | | | | | | | |
| % Increase in Total Operating Revenue | | 0.0% | 18.4% | 8.4% | 12.5% | (4.4%) | 0.0% | (33.8%) | 9.5% | 6.2% | 6.8% |
| % Increase in Property Rates Revenue | | 0.0% | 15.3% | 0.6% | 41.1% | (9.9%) | 0.0% | (29.5%) | 5.2% | 5.4% | 5.4% |
| % Increase in Electricity Revenue | | 0.0% | 8.7% | (4.5%) | 32.1% | (8.4%) | 0.0% | (24.8%) | 5.2% | 5.4% | 5.4% |
| % Increase in Property Rates & Services Charges | | 0.0% | 13.0% | (2.1%) | 37.0% | (11.0%) | 0.0% | (26.7%) | 5.2% | 5.4% | 5.4% |
| Expenditure | | | | | | | | | | | |
| % Increase in Total Operating Expenditure | | 0.0% | 34.4% | 5.1% | (9.6%) | (4.7%) | 0.0% | (33.7%) | 9.4% | 6.2% | 5.2% |
| % Increase in Employee Costs | | 0.0% | 5.0% | 8.0% | 5.5% | (2.7%) | 0.0% | (27.0%) | 16.0% | 6.6% | 5.3% |
| % Increase in Electricity Bulk Purchases | | 0.0% | 8.9% | 4.4% | 16.6% | (12.5%) | 0.0% | (33.1%) | 9.4% | 15.4% | 15.5% |
| Average Cost Per Budgeted Employee Position (Remuneration) | | 0 | 0 | 318800.9 | 327193.5 | 0 | 0 | 0 | 386970.5 | 0 | 0 |
| Average Cost Per Councillor (Remuneration) | | 0 | 0 | 374976.7 | 410990.4 | 0 | 0 | 0 | 418921.2 | 0 | 0 |
| R&M % of PPE | | 1.1% | 1.1% | 1.3% | 1.8% | 1.0% | 1.0% | 0.0% | 1.0% | 1.0% | 1.1% |
| Asset Renewal and R&M as a % of PPE | | 7.0% | 7.0% | 7.0% | 7.0% | 6.0% | 6.0% | 0.0% | 2.0% | 4.0% | 4.0% |
| Debt Impairment % of Total Billable Revenue | | 8.9% | 20.5% | 74.2% | 38.7% | 44.7% | 44.7% | 34.6% | 44.7% | 44.7% | 43.1% |
| Capital Revenue | | | | | | | | | | | |
| Internally Funded & Other (R'000) | | 31 200 | 11 770 | 23 699 | 20 365 | 15 417 | 15 417 | 16 163 | 13 146 | 20 912 | 20 402 |
| Borrowing (R'000) | | – | – | – | – | – | – | – | – | – | – |
| Grant Funding and Other (R'000) | | 77 188 | 68 895 | 83 864 | 55 504 | 55 953 | 55 953 | 47 408 | 64 279 | 64 551 | 65 890 |
| Internally Generated funds % of Non Grant Funding | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Borrowing % of Non Grant Funding | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Grant Funding % of Total Funding | | 71.2% | 85.4% | 78.0% | 73.2% | 78.4% | 78.4% | 74.6% | 83.0% | 75.5% | 76.4% |
| Capital Expenditure | | | | | | | | | | | |
| Total Capital Programme (R'000) | | 108 388 | 80 665 | 107 563 | 75 869 | 71 370 | 71 370 | 63 572 | 77 425 | 85 464 | 86 291 |
| Asset Renewal | | 30 190 | 40 622 | 50 504 | 37 072 | 36 109 | 36 109 | 36 109 | 7 478 | 31 847 | 31 323 |
| Asset Renewal % of Total Capital Expenditure | | 27.9% | 50.4% | 47.0% | 48.9% | 50.6% | 50.6% | 56.8% | 9.7% | 37.3% | 36.3% |
| Cash | | | | | | | | | | | |
| Cash Receipts % of Rate Payer & Other | | 70.4% | 57.2% | 53.2% | 59.8% | 57.9% | 57.9% | 80.4% | 56.9% | 56.6% | 56.6% |
| Cash Coverage Ratio | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowing | | | | | | | | | | | |
| Credit Rating (2009/10) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Charges to Operating | | 1.9% | 1.9% | 1.4% | 2.7% | 2.2% | 2.2% | 2.8% | 2.5% | 2.3% | 0.5% |
| Borrowing Receipts % of Capital Expenditure | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Reserves | | | | | | | | | | | |
| Surplus/(Deficit) | | (16 310) | (25 013) | (45 959) | 18 185 | 22 502 | 22 502 | 33 591 | 2 318 | 10 232 | 44 052 |
| Free Services | | | | | | | | | | | |
| Free Basic Services as a % of Equitable Share | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | | 0.0% | 0.0% | 0.0% |
| Free Services as a % of Operating Revenue (excl operational transfers) | | 4.6% | 4.8% | 2.8% | 3.9% | 4.3% | 4.3% | | 4.3% | 4.3% | 4.3% |
| High Level Outcome of Funding Compliance | | | | | | | | | | | |
| Total Operating Revenue | | 330 303 | 391 085 | 423 980 | 476 784 | 455 697 | 455 697 | 301 892 | 498 978 | 530 051 | 566 168 |
| Total Operating Expenditure | | 369 091 | 496 076 | 521 428 | 471 308 | 449 169 | 449 169 | 297 841 | 491 501 | 521 981 | 548 942 |
| Surplus/(Deficit) Budgeted Operating Statement | | (38 788) | (104 990) | (97 448) | 5 476 | 6 528 | 6 528 | 4 051 | 7 478 | 8 070 | 17 226 |
| Surplus/(Deficit) Considering Reserves and Cash Backing | | (16 310) | (25 013) | (45 959) | 18 185 | 22 502 | 22 502 | 33 591 | 2 318 | 10 232 | 44 052 |
| MTREF Funded (1) / Unfunded (0) | | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| MTREF Funded ✓ / Unfunded ✗ | | ✗ | ✗ | ✗ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Table 26 MBRR Table SA11 – Property rates summary

| 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 |
| Valuation: | | | | | | | | | |
| Date of valuation: | 7-Jan-15 | 7-Jan-16 | 7-Jan-17 | 7-Jan-18 | | | | | |
| Financial year valuation used | 2012-16 | 2012-16 | 2017-21 | 2017-21 | | | 2017-21 | | |
| Municipal by-laws s6 in place? (Y/N) | Yes | Yes | Yes | Yes | | | Yes | | |
| Municipal/assistant valuer appointed? (Y/N) | No | No | No | No | | | Yes | | |
| Municipal partnership s38 used? (Y/N) | No | No | No | No | No | No | No | No | No |
| No. of assistant valuers (FTE) | - | - | - | - | - | - | - | - | - |
| No. of data collectors (FTE) | - | 1 | - | - | - | - | - | - | - |
| No. of internal valuers (FTE) | - | - | - | - | - | - | - | - | - |
| No. of external valuers (FTE) | - | - | - | 1 | 1 | 1 | 1 | 1 | 1 |
| No. of additional valuers (FTE) | - | - | - | - | - | - | - | - | - |
| Valuation appeal board established? (Y/N) | No | No | No | No | No | No | No | No | No |
| Implementation time of new valuation roll (mths) | 12 | 12 | 12 | 12 | | | 12 | | |
| No. of properties | 30,455 | 30,455 | 30,455 | 30,455 | 30,455 | 30,455 | 30,455 | 30,455 | 30,455 |
| No. of sectional title values | - | - | - | - | - | - | - | - | - |
| No. of unreasonably difficult properties s7(2) | - | - | - | 1 | - | - | - | - | - |
| No. of supplementary valuations | 1 | 1 | - | - | - | - | 1 | 1 | 1 |
| No. of valuation roll amendments | - | - | - | - | - | - | - | - | - |
| No. of objections by rate payers | - | - | - | - | - | - | - | - | - |
| No. of appeals by rate payers | - | - | - | - | - | - | - | - | - |
| No. of successful objections | - | - | - | - | - | - | - | - | - |
| No. of successful objections > 10% | - | - | - | 1 | - | - | - | - | - |
| Supplementary valuation | 1 | 1 | - | - | - | - | 1 | 1 | 1 |
| Public service infrastructure value (Rm) | 800,000,000 | - | - | - | - | - | - | - | - |
| Municipality owned property value (Rm) | 165,000,000 | - | - | - | - | - | - | - | - |
| Valuation reductions: | | | | | | | | | |
| Valuation reductions-public infrastructure (Rm) | - | - | - | - | - | - | - | - | - |
| Valuation reductions-nature reserves/park (Rm) | - | - | - | - | - | - | - | - | - |
| Valuation reductions-mineral rights (Rm) | - | - | - | - | - | - | - | - | - |
| Valuation reductions-R15,000 threshold (Rm) | 386,790,000 | - | - | - | - | - | - | - | - |
| Valuation reductions-public worship (Rm) | - | - | - | - | - | - | - | - | - |
| Valuation reductions-other (Rm) | 200,000,000 | - | - | - | - | - | - | - | - |
| Total valuation reductions: | 586,790,000 | - | - | - | - | - | - | - | - |
| Total value used for rating (Rm) | 18,463,652,420 | - | - | - | - | - | - | - | - |
| Total land value (Rm) | - | - | - | - | - | - | - | - | - |
| Total value of improvements (Rm) | - | - | - | - | - | - | - | - | - |
| Total market value (Rm) | 18,463,652,420 | - | - | - | - | - | - | - | - |
| Rating: | | | | | | | | | |
| Residential rate used to determine rate for other categories? (Y/N) | No | No | No | No | | | No | | |
| Differential rates used? (Y/N) | Yes | Yes | Yes | Yes | | | Yes | | |
| Limit on annual rate increase (s20)? (Y/N) | No | No | No | No | | | No | | |
| Special rating area used? (Y/N) | No | No | No | No | | | No | | |
| Phasing-in properties s21 (number) | - | - | - | - | | | - | | |
| Rates policy accompanying budget? (Y/N) | Yes | Yes | Yes | Yes | | | Yes | | |
| Fixed amount minimum value (R'000) | 30,000 | 30,000 | 30,000 | 30,000 | | | 30,000 | | |
| Non-residential prescribed ratio s19? (%) | - | - | - | - | | | - | | |
| Rate revenue: | | | | | | | | | |
| Rate revenue budget (R '000) | 22,395,062 | 25,814,661 | 26,471,732 | 35,887,890 | 35,887,890 | 35,887,890 | 35,887,890 | | |
| Rate revenue expected to collect (R'000) | 16,907,524 | 20,965,948 | 21,177,385 | 27,992,554 | 27,992,554 | 27,992,554 | 27,992,554 | | |
| Expected cash collection rate (%) | 75% | 81% | 80% | 78% | 78% | 78% | 78% | | |
| Special rating areas (R'000) | - | - | - | - | - | - | - | | |
| Rebates, exemptions - indigent (R'000) | 2,250,000 | - | - | - | - | - | - | | |
| Rebates, exemptions - pensioners (R'000) | 200,000 | - | - | - | - | - | - | | |
| Rebates, exemptions - bona fide farm (R'000) | - | - | - | - | - | - | - | | |
| Rebates, exemptions - other (R'000) | - | - | - | - | - | - | - | | |
| Phase-in reductions/discounts (R'000) | - | - | - | - | - | - | - | | |
| Total rebates,exemptns,eductns,discs (R'000) | 2,450,000 | - | - | - | - | - | - | | |

Table 27 MBRR Table SA12a – Property rates by Category: Current year

| Description | Resi. | Indust. | Bus. & Comm. | Farm props. | State-owned | Muni props. | Public service infra. | State trust land | Section 8(2)(n) (note 1) | Public benefit organs. | Mining Props. |
|---|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|------------------|--------------------------|------------------------|---------------|
| Current Year 2018/19 | | | | | | | | | | | |
| Valuation: | | | | | | | | | | | |
| No. of properties | 15 052 | 37 | 407 | 53 | 1 011 | 2 066 | 56 | - | - | 21 | - |
| No. of sectional title property values | - | - | - | - | - | - | - | - | - | - | - |
| No. of unreasonably difficult properties s7(2) | - | - | - | - | - | - | - | - | - | - | - |
| No. of supplementary valuations | - | - | - | - | - | - | - | - | - | - | - |
| Supplementary valuation (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| No. of valuation roll amendments | - | - | - | - | - | - | - | - | - | - | - |
| No. of objections by rate-payers | - | - | - | - | - | - | - | - | - | - | - |
| No. of appeals by rate-payers | - | - | - | - | - | - | - | - | - | - | - |
| No. of appeals by rate-payers finalised | - | - | - | - | - | - | - | - | - | - | - |
| No. of successful objections | - | - | - | - | - | - | - | - | - | - | - |
| No. of successful objections > 10% | - | - | - | - | - | - | - | - | - | - | - |
| Estimated no. of properties not valued | - | - | - | - | - | - | - | - | - | - | - |
| Years since last valuation (select) | <1 | <1 | <1 | <1 | <1 | <1 | <1 | - | - | <1 | - |
| Frequency of valuation (select) | 5 | 5 | 5 | 5 | 5 | 5 | 5 | - | - | 5 | - |
| Method of valuation used (select) | Market | - | - | Market | - |
| Base of valuation (select) | Land & impr. | - | - | Land & impr. | - |
| Phasing-in properties s21 (number) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - | - | 0 | - |
| Combination of rating types used? (Y/N) | Yes | - | - | Yes | - |
| Flat rate used? (Y/N) | No | - | - | No | - |
| Is balance rated by uniform rate/variable rate? | Variable | - | - | Variable | - |
| Valuation reductions: | | | | | | | | | | | |
| Valuation reductions-public infrastructure (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-nature reserves/park (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-mineral rights (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-R15,000 threshold (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-public worship (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-other (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Total valuation reductions: | | | | | | | | | | | |
| Total value used for rating (Rm) | 3 341 | 77 | 713 | 18 | 325 | 157 | 2 | - | - | 12 | - |
| Total land value (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Total value of improvements (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Total market value (Rm) | 3 341 | 77 | 713 | 18 | 325 | 157 | 2 | - | - | 12 | - |
| Rating: | | | | | | | | | | | |
| Average rate | 0.007888 | 0.015585 | 0.015585 | 0.001972 | 0.007888 | - | 0.001972 | - | - | 0.001972 | - |
| Rate revenue budget (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rate revenue expected to collect (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Expected cash collection rate (%) | 85.0% | 68.0% | 68.0% | 85.0% | 100.0% | 0.0% | 50.0% | 0.0% | 0.0% | 50.0% | 0.0% |
| Special rating areas (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - indigent (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - pensioners (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - bona fide farm. (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - other (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Phase-in reductions/discounts (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Total rebates, exemptns, reductns, discs (R'000) | - | - | - | - | - | - | - | - | - | - | - |

Table 28 MBRR Table SA12b – Property rates by Category: Budget year

| Description | Resi. | Indust. | Bus. & Comm. | Farm props. | State-owned | Muni props. | Public service infra. | State trust land | Section 8(2)(n) (note 1) | Public benefit organs. | Mining Props. |
|---|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|------------------|--------------------------|------------------------|---------------|
| Budget Year 2019/20 | | | | | | | | | | | |
| Valuation: | | | | | | | | | | | |
| No. of properties | 15 052 | 37 | 407 | 53 | 1 011 | 2 066 | 56 | - | - | 21 | - |
| No. of sectional title property values | - | - | - | - | - | - | - | - | - | - | - |
| No. of unreasonably difficult properties s7(2) | - | - | - | - | - | - | - | - | - | - | - |
| No. of supplementary valuations | - | - | - | - | - | - | - | - | - | - | - |
| Supplementary valuation (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| No. of valuation roll amendments | - | - | - | - | - | - | - | - | - | - | - |
| No. of objections by rate-payers | - | - | - | - | - | - | - | - | - | - | - |
| No. of appeals by rate-payers | - | - | - | - | - | - | - | - | - | - | - |
| No. of appeals by rate-payers finalised | - | - | - | - | - | - | - | - | - | - | - |
| No. of successful objections | - | - | - | - | - | - | - | - | - | - | - |
| No. of successful objections > 10% | - | - | - | - | - | - | - | - | - | - | - |
| Estimated no. of properties not valued | - | - | - | - | - | - | - | - | - | - | - |
| Years since last valuation (select) | <1 | <1 | <1 | <1 | <1 | <1 | <1 | - | - | <1 | - |
| Frequency of valuation (select) | 5 | 5 | 5 | 5 | 5 | 5 | 5 | - | - | 5 | - |
| Method of valuation used (select) | Market | - | - | Market | - |
| Base of valuation (select) | Land & impr. | - | - | Land & impr. | - |
| Phasing-in properties s21 (number) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - | - | 0 | - |
| Combination of rating types used? (Y/N) | Yes | - | - | Yes | - |
| Flat rate used? (Y/N) | No | - | - | No | - |
| Is balance rated by uniform rate/variable rate? | Variable | - | - | Variable | - |
| Valuation reductions: | | | | | | | | | | | |
| Valuation reductions-public infrastructure (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-nature reserves/park (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-mineral rights (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-R15,000 threshold (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-public worship (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-other (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Total valuation reductions: | | | | | | | | | | | |
| Total value used for rating (Rm) | 3 341 | 77 | 713 | 18 | 325 | 157 | 2 | - | - | 12 | - |
| Total land value (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Total value of improvements (Rm) | - | - | - | - | - | - | - | - | - | - | - |
| Total market value (Rm) | 3 341 | 77 | 713 | 18 | 325 | 157 | 2 | - | - | 12 | - |
| Rating: | | | | | | | | | | | |
| Average rate | 0.007888 | 0.015585 | 0.015585 | 0.001972 | 0.007888 | - | 0.001972 | - | - | 0.001972 | - |
| Rate revenue budget (R '000) | - | - | - | - | - | - | - | - | - | - | - |
| Rate revenue expected to collect (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Expected cash collection rate (%) | 85.0% | 68.0% | 68.0% | 85.0% | 100.0% | 0.0% | 50.0% | 0.0% | 0.0% | 50.0% | 0.0% |
| Special rating areas (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - indigent (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - pensioners (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - bona fide farm. (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - other (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Phase-in reductions/discounts (R'000) | - | - | - | - | - | - | - | - | - | - | - |
| Total rebates, exemptns, reductns, discs (R'000) | - | - | - | - | - | - | - | - | - | - | - |

Table 31 MBRR SA13a – Service Tariffs by Category

| Description | Provide description of tariff structure where appropriate | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|---|------------|------------|------------|----------------------|---|------------------------|------------------------|
| | | | | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Property rates (rate in the Rand) | | | | | | | | |
| Residential properties | | 0.0066 | 0.0070 | 0.00749 | 0.0079 | 0.0083 | 0.0088 | 0.0092 |
| Residential properties - vacant land | | 0.0066 | 0.0070 | 0.00749 | 0.0079 | 0.0083 | 0.0088 | 0.0092 |
| Formal/informal settlements | | - | - | - | - | - | - | - |
| Small holdings | | - | - | - | - | - | - | - |
| Farm properties - used | | 0.0017 | 0.0018 | 0.00187 | 0.0020 | 0.0021 | 0.0022 | 0.0023 |
| Farm properties - not used | | 0.0017 | 0.0018 | 0.00187 | 0.0020 | 0.0021 | 0.0022 | 0.0023 |
| Industrial properties | | - | - | - | - | - | - | - |
| Business and commercial properties | | 0.0131 | 0.0138 | 0.001480 | 0.0016 | 0.0016 | 0.0017 | 0.0018 |
| Communal land - residential | | - | - | - | - | - | - | - |
| Communal land - small holdings | | - | - | - | - | - | - | - |
| Communal land - farm property | | - | - | - | - | - | - | - |
| Communal land - business and commercial | | - | - | - | - | - | - | - |
| Communal land - other | | - | - | - | - | - | - | - |
| State-owned properties | | 0.0066 | 0.0070 | 0.00749 | 0.0079 | 0.0083 | 0.0088 | 0.0092 |
| Municipal properties | | Not Levied | Not Levied | Not Levied | Not Levied | Not Levied | Not Levied | Not Levied |
| Public service infrastructure | | 0.0017 | 0.0018 | 0.00187 | 0.0020 | 0.0021 | 0.0022 | 0.0023 |
| Privately owned towns serviced by the owner | | - | - | - | - | - | - | - |
| State trust land | | - | - | - | - | - | - | - |
| Restitution and redistribution properties | | 0.0017 | 0.0018 | 0.00187 | 0.0020 | 0.0021 | 0.0022 | 0.0023 |
| Protected areas | | - | - | - | - | - | - | - |
| National monuments properties | | - | - | - | - | - | - | - |
| Residential properties | | | | | | | | |
| R15 000 threshold rebate | | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 |
| General residential rebate | | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 |
| Indigent rebate or exemption | | - | - | - | - | - | - | - |
| Pensioners/social grants rebate or exemption | | - | - | - | - | - | - | - |
| Temporary relief rebate or exemption | | - | - | - | - | - | - | - |
| Bona fide farmers rebate or exemption | | - | - | - | - | - | - | - |
| Other rebates or exemptions | | | | | | | | |
| Electricity tariffs | | | | | | | | |
| Domestic | | | | | | | | |
| Basic charge/ fixed fee (Rands/month) | | 141 | 155 | 155 | 155 | 163 | 172 | 181 |
| Service point - vacant land (Rands/month) | | | | | | | | |
| FBE | (how is this | 50kwh | 50kwh | 50kwh | 50kwh | 50kwh | 50kwh | 50kwh |
| Life-line tariff - meter | (describe | - | - | - | - | - | - | - |
| Life-line tariff - prepaid | (describe | - | - | - | - | - | - | - |
| Flat rate tariff - meter (c/kwh) | | - | - | - | - | - | - | - |
| Flat rate tariff - prepaid(c/kwh) | | 1.34 | 1.42 | 1.43 | 1.65 | 1.74 | 1.83 | 1.93 |
| Meter - IBT Block 1 (c/kwh) | (fill in thresholds) | 0.73 | 0.80 | 0.86 | 0.86 | 0.90 | 0.95 | 1.01 |
| Meter - IBT Block 2 (c/kwh) | (fill in thresholds) | 1.02 | 1.12 | 1.10 | 1.10 | 1.16 | 1.22 | 1.29 |
| Meter - IBT Block 3 (c/kwh) | (fill in thresholds) | 1.30 | 1.42 | 1.43 | 1.65 | 1.74 | 1.83 | 1.93 |
| Meter - IBT Block 4 (c/kwh) | (fill in thresholds) | - | - | - | - | - | - | - |
| Meter - IBT Block 5 (c/kwh) | (fill in thresholds) | - | - | - | - | - | - | - |
| Prepaid - IBT Block 1 (c/kwh) | (fill in thresholds) | 1.34 | 1.42 | 1.43 | 1.65 | 1.74 | 1.83 | 1.93 |
| Prepaid - IBT Block 2 (c/kwh) | (fill in thresholds) | - | - | - | - | - | - | - |
| Prepaid - IBT Block 3 (c/kwh) | (fill in thresholds) | - | - | - | - | - | - | - |
| Prepaid - IBT Block 4 (c/kwh) | (fill in thresholds) | - | - | - | - | - | - | - |
| Prepaid - IBT Block 5 (c/kwh) | (fill in thresholds) | - | - | - | - | - | - | - |
| Other | | | | | | | | |
| Waste management tariffs | | | | | | | | |
| Domestic | | | | | | | | |
| Street cleaning charge | | - | - | - | - | - | - | - |
| Basic charge/ fixed fee | | 75.29 | 79.43 | 80.11 | 84.35 | 88.74 | 93.53 | 98.58 |
| 80l bin - once a week | | 276.00 | 291.18 | 293.66 | 309.23 | 325.93 | 343.53 | 362.08 |
| 250l bin - once a week | | 828.00 | 873.54 | 882.06 | 928.80 | 978.96 | 1 031.82 | 1 087.54 |

Table 31 MBRR SA13b – Service Tariffs by Category – explanatory

| Description | Provide description of tariff structure where appropriate | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---|---------|---------|---------|----------------------|---|------------------------|------------------------|
| | | | | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Exemptions, reductions and rebates (Rands) | | | | | | | | |
| <i>R15 000 threshold rebate</i> | R15 000 threshold rebate | 15 000 | 15 000 | 15 000 | 15 000 | 30 000 | 30 000 | 30 000 |
| Electricity tariffs | | | | | | | | |
| <i>Domestic Conventional (Residential) - Basic Charge</i> | (fill in thresholds) | 156 | 156 | 156 | 156 | 163 | 172 | 181 |
| <i>Block 1(0 - 50khw)</i> | (fill in thresholds) | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>Block 2(51 - 350khw)</i> | (fill in thresholds) | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>Block 3(351 khw - >)</i> | (fill in thresholds) | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| <i>Business/ Commercial/ Government</i> | (fill in thresholds) | - | - | - | - | - | - | - |
| <i>Basic Charge (40A - 60A)</i> | (fill in thresholds) | - | - | - | - | - | - | - |
| <i>Basic Charge (Medium)</i> | (fill in thresholds) | 294 | 294 | 294 | 294 | 294 | 296 | 298 |
| <i>Industrial</i> | (fill in thresholds) | - | - | - | - | - | - | - |
| <i>> 100A</i> | (fill in thresholds) | - | - | - | - | - | - | - |
| <i>Basic Charge</i> | (fill in thresholds) | 1 025 | 1 025 | 1 025 | 1 025 | 1 025 | 1 032 | 1 039 |
| <i>Energy Charge</i> | (fill in thresholds) | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| <i>Agriculture - Basic Charge</i> | (fill in thresholds) | 1 100 | 1 100 | 1 100 | 1 100 | 1 100 | 1 108 | 1 116 |
| <i>Agriculture - Energy Charge</i> | (fill in thresholds) | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

Table 31 MBRR SA14 –Household bills

| 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 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| | | | | | | | % incr. | | | |
| Monthly Account for Household - 'Middle Income Range' | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | |
| Property rates | 264.00 | 269.00 | 400.00 | 415.00 | 415.00 | 415.00 | 20.5% | 500.00 | 528.00 | 557.00 |
| Electricity: Basic levy | 141.00 | 1 219.00 | 1 240.00 | 1 260.00 | 1 260.00 | 1 260.00 | 1.6% | 1 280.00 | 1 352.00 | 1 425.00 |
| Electricity: Consumption | 1 195.00 | 1 219.00 | 1 240.00 | 1 260.00 | 1 260.00 | 1 260.00 | 1.6% | 1 280.00 | 1 352.00 | 1 425.00 |
| Water: Basic levy | - | - | - | - | - | - | - | - | - | - |
| Water: Consumption | - | - | - | - | - | - | - | - | - | - |
| Sanitation | - | - | - | - | - | - | - | - | - | - |
| Refuse removal | 75.00 | 77.00 | 100.00 | 120.00 | 120.00 | 120.00 | 25.0% | 150.00 | 158.00 | 167.00 |
| Other | - | - | - | - | - | - | - | - | - | - |
| sub-total | 1 675.00 | 2 784.00 | 2 980.00 | 3 055.00 | 3 055.00 | 3 055.00 | 5.1% | 3 210.00 | 3 390.00 | 3 574.00 |
| VAT on Services | 198.00 | 202.00 | 361.20 | 396.00 | 396.00 | 396.00 | 0.03 | 407.00 | 429.00 | 452.00 |
| Total large household bill: | 1 873.00 | 2 986.00 | 3 341.20 | 3 451.00 | 3 451.00 | 3 451.00 | 4.8% | 3 617.00 | 3 819.00 | 4 026.00 |
| % increase/-decrease | | 59.4% | 11.9% | 3.3% | - | - | | 4.8% | 5.6% | 5.4% |
| Monthly Account for Household - 'Indigent' Household receiving free basic services | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | |
| Property rates | 295.00 | 301.00 | 600.00 | 650.00 | 650.00 | 650.00 | 7.7% | 700.00 | 739.00 | 779.00 |
| Electricity: Basic levy | 141.00 | 144.00 | 300.00 | 318.00 | 318.00 | 318.00 | 8.2% | 344.00 | 363.00 | 382.00 |
| Electricity: Consumption | 1 234.00 | 1 259.00 | 1 270.00 | 1 292.00 | 1 292.00 | 1 292.00 | 1.3% | 1 309.00 | 1 382.00 | 1 457.00 |
| Water: Basic levy | - | - | - | - | - | - | - | - | - | - |
| Water: Consumption | - | - | - | - | - | - | - | - | - | - |
| Sanitation | - | - | - | - | - | - | - | - | - | - |
| Refuse removal | 75.00 | 77.00 | 240.00 | 272.00 | 272.00 | 272.00 | 8.1% | 294.00 | 310.00 | 327.00 |
| Other | - | - | - | - | - | - | - | - | - | - |
| sub-total | 1 745.00 | 1 781.00 | 2 410.00 | 2 532.00 | 2 532.00 | 2 532.00 | 4.5% | 2 647.00 | 2 794.00 | 2 945.00 |
| VAT on Services | 203.00 | 207.00 | | 282.30 | 282.30 | 282.30 | 3.5% | 292.05 | 308.00 | 325.00 |
| Total small household bill: | 1 948.00 | 1 988.00 | 2 410.00 | 2 814.30 | 2 814.30 | 2 814.30 | 4.4% | 2 939.05 | 3 102.00 | 3 270.00 |
| % increase/-decrease | | 2.1% | 21.2% | 16.8% | - | - | | 4.4% | 5.5% | 5.4% |

Table 31 MBRR SA15 – Detail Investment Information

| Investment type | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | 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 |
| Parent municipality | | | | | | | | | |
| Securities - National Government | – | – | – | – | – | – | – | – | – |
| Listed Corporate Bonds | – | – | – | – | – | – | – | – | – |
| Deposits - Bank | 6 899 | 15 657 | – | 15 582 | 15 582 | 15 582 | 22 576 | 23 128 | 23 710 |
| Deposits - Public Investment Commissioners | – | – | – | – | – | – | – | – | – |
| Deposits - Corporation for Public Deposits | – | – | – | – | – | – | – | – | – |
| Bankers Acceptance Certificates | – | – | – | – | – | – | – | – | – |
| Negotiable Certificates of Deposit - Banks | – | – | – | – | – | – | – | – | – |
| Guaranteed Endowment Policies (sinking) | – | – | – | – | – | – | – | – | – |
| Repurchase Agreements - Banks | – | – | – | – | – | – | – | – | – |
| Municipal Bonds | – | – | – | – | – | – | – | – | – |
| Municipality sub-total | 6 899 | 15 657 | – | 15 582 | 15 582 | 15 582 | 22 576 | 23 128 | 23 710 |

Table 32 MBRR SA16 – Investment particulars by maturity

| Investments by Maturity | Period of Investment | Type of Investment | Capital Guarantee (Yes/ No) | Variable or Fixed interest rate | Interest Rate % | Commission Paid (Rands) | Commission Recipient | Expiry date of investment | Opening balance | Interest to be realised | Partial / Premature Withdrawal (4) | Investment Top Up | Closing Balance |
|-------------------------------|----------------------|--------------------|-----------------------------|---------------------------------|-----------------|-------------------------|----------------------|---------------------------|-----------------|-------------------------|------------------------------------|-------------------|-----------------|
| Quotation-based | Months | Short term | No | Variable | 4.50% | 0 | 0 | 31 August 2019 | – | 393 | (20 000) | 20 000 | 393 |
| Quotation-based | Months | Short term | No | Variable | 6.30% | 0 | 0 | 30 September 2019 | 393 | 664 | (40 000) | 40 000 | 1 057 |
| Quotation-based | Months | Short term | No | Variable | 7.41% | 0 | 0 | 31 January 2020 | 1 057 | 680 | (20 000) | 20 000 | 1 737 |
| Quotation-based | Months | Short term | No | Variable | 6.00% | 0 | 0 | 28 February 2020 | 1 737 | 500 | (20 000) | 20 000 | 2 237 |
| Quotation-based | Months | Short term | No | Variable | 4.30% | 0 | 0 | 03 May 2020 | 2 237 | 475 | (15 000) | 15 000 | 2 711 |
| Quotation-based | Months | Short term | No | Variable | 5.50% | 0 | 0 | 30 June 2020 | 2 711 | 234 | (10 000) | 21 495 | 14 441 |
| Municipality sub-total | | | | | | | | | 8 135 | 2 946 | (125 000) | 136 495 | 22 576 |

Table 33 Sources of capital revenue over the MTREF

| Vote Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term | | |
|---------------------------------------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---------------------|------------------------|------------------------|
| | 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 |
| Funded by: | | | | | | | | | | |
| National Government | 77,188 | 68,895 | 83,864 | 55,504 | 55,953 | 55,953 | 47,408 | 64,279 | 64,551 | 65,890 |
| Provincial Government | – | – | – | – | – | – | – | – | – | – |
| District Municipality | – | – | – | – | – | – | – | – | – | – |
| Other transfers and grants | – | – | – | – | – | – | – | – | – | – |
| Transfers recognised - capital | 77,188 | 68,895 | 83,864 | 55,504 | 55,953 | 55,953 | 47,408 | 64,279 | 64,551 | 65,890 |
| Borrowing | – | – | – | – | – | – | – | – | – | – |
| Internally generated funds | 31,200 | 11,770 | 23,699 | 20,365 | 15,417 | 15,417 | 16,163 | 13,146 | 20,912 | 20,402 |
| Total Capital Funding | 108,388 | 80,665 | 107,563 | 75,869 | 71,370 | 71,370 | 63,572 | 77,425 | 85,464 | 86,291 |

Table 34 MBRR SA17 - Borrowing

| Borrowing - Categorised by 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 |
| Annuity and Bullet Loans | - | - | - | - | - | - | - | - | - |
| Long-Term Loans (non-annuity) | - | - | - | - | - | - | - | - | - |
| Local registered stock | - | - | - | - | - | - | - | - | - |
| Instalment Credit | - | - | - | - | - | - | - | - | - |
| Financial Leases | 11 520 | - | - | 30 677 | 23 240 | 23 240 | 13 554 | 2 504 | - |
| PPP liabilities | - | - | - | - | - | - | - | - | - |
| Finance Granted By Cap Equipment Supplier | - | - | - | - | - | - | - | - | - |
| Marketable Bonds | - | - | - | - | - | - | - | - | - |
| Non-Marketable Bonds | - | - | - | - | - | - | - | - | - |
| Bankers Acceptances | - | - | - | - | - | - | - | - | - |
| Financial derivatives | - | - | - | - | - | - | - | - | - |
| Other Securities | - | - | - | - | - | - | - | - | - |
| Total Borrowing | 11 520 | - | - | 30 677 | 23 240 | 23 240 | 13 554 | 2 504 | - |

2.7 Expenditure on grants and reconciliation of unspent funds

Table 35 MBRR SA18 - Transfers and Grants Receipts

| 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 |
| RECEIPTS: | | | | | | | | | |
| Operating Transfers and Grants | | | | | | | | | |
| National Government: | 216 641 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 277 618 | 296 737 | 320 255 |
| Local Government Equitable Share | 212 948 | 210 385 | 223 019 | 237 506 | 237 506 | 237 506 | 269 009 | 289 070 | 311 324 |
| Finance Management | 1 600 | 1 625 | 1 700 | 1 770 | 1 770 | 1 770 | 2 235 | 2 667 | 2 931 |
| Municipal Systems Improvement | 930 | - | - | - | - | - | - | - | - |
| EPWP Incentive | 1 163 | 1 095 | 1 444 | 1 002 | 1 002 | 1 002 | 1 374 | - | - |
| Energy Efficiency and Demand Side Management | - | - | - | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 6 000 |
| Provincial Government: | - | - | - | - | - | - | - | - | - |
| N/A | | | | | | | | | |
| District Municipality: | - | - | - | - | - | - | - | - | - |
| N/A | | | | | | | | | |
| Other grant providers: | - | - | - | - | - | - | - | - | - |
| N/A | | | | | | | | | |
| Total Operating Transfers and Grants | 216 641 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 277 618 | 296 737 | 320 255 |
| Capital Transfers and Grants | | | | | | | | | |
| National Government: | 63 102 | 85 419 | 81 860 | 63 830 | 64 279 | 64 279 | 73 921 | 74 234 | 75 773 |
| Municipal Infrastructure Grant (MIG) | 53 102 | 72 419 | 66 860 | 53 832 | 54 270 | 54 270 | 54 921 | 57 934 | 62 269 |
| Intergrated National Electrification Grant | 10 000 | 13 000 | 15 000 | 9 998 | 10 009 | 10 009 | 19 000 | 16 300 | 13 504 |
| Provincial Government: | - | - | - | - | - | - | - | - | - |
| N/A | | | | | | | | | |
| District Municipality: | - | - | - | - | - | - | - | - | - |
| N/A | | | | | | | | | |
| Other grant providers: | - | - | - | - | - | - | - | - | - |
| N/A | | | | | | | | | |
| Total Capital Transfers and Grants | 63 102 | 85 419 | 81 860 | 63 830 | 64 279 | 64 279 | 73 921 | 74 234 | 75 773 |
| TOTAL RECEIPTS OF TRANSFERS & GRANTS | 279 743 | 298 524 | 308 023 | 309 108 | 309 557 | 309 557 | 351 539 | 370 971 | 396 028 |

Table 36 MBRR SA19 - Expenditure on transfers and grants expenditure

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | 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 |
| EXPENDITURE: | | | | | | | | | |
| Operating expenditure of Transfers and Grants | | | | | | | | | |
| National Government: | 216 641 | 214 632 | 226 163 | 245 278 | 245 278 | 245 278 | 277 618 | 296 737 | 320 255 |
| Local Government Equitable Share | 212 948 | 211 912 | 223 019 | 237 506 | 237 506 | 237 506 | 269 009 | 289 070 | 311 324 |
| Finance Management | 1 600 | 1 625 | 1 700 | 1 770 | 1 770 | 1 770 | 2 235 | 2 667 | 2 931 |
| Municipal Systems Improvement | 930 | - | - | - | - | - | - | - | - |
| EPWP Incentive | 1 163 | 1 095 | 1 444 | 1 002 | 1 002 | 1 002 | 1 374 | - | - |
| Energy Efficiency and Demand Side Management | - | - | - | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 6 000 |
| Other transfers/grants [insert description] | - | - | - | - | - | - | - | - | - |
| Total operating expenditure of Transfers and Grants: | 216 641 | 214 632 | 226 163 | 245 278 | 245 278 | 245 278 | 277 618 | 296 737 | 320 255 |
| Capital expenditure of Transfers and Grants | | | | | | | | | |
| National Government: | 63 102 | 68 874 | 74 860 | 63 830 | 64 279 | 64 279 | 73 921 | 74 234 | 75 773 |
| Municipal Infrastructure Grant (MIG) | 53 102 | 56 064 | 59 860 | 53 832 | 54 270 | 54 270 | 54 921 | 57 934 | 62 269 |
| Integrated National Electrification Grant | 10 000 | 12 811 | 15 000 | 9 998 | 10 009 | 10 009 | 19 000 | 16 300 | 13 504 |
| Total capital expenditure of Transfers and Grants | 63 102 | 68 874 | 74 860 | 63 830 | 64 279 | 64 279 | 73 921 | 74 234 | 75 773 |
| TOTAL EXPENDITURE OF TRANSFERS AND GRANTS | 279 743 | 283 507 | 301 023 | 309 108 | 309 557 | 309 557 | 351 539 | 370 971 | 396 028 |

Table 37 MBRR SA 20 - Reconciliation of transfers, grant receipts and unspent funds

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | 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 |
| Operating transfers and grants: | | | | | | | | | |
| Balance unspent at beginning of the year | | | | | | | | | |
| Current year receipts | 216 652 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 277 618 | 296 737 | 320 255 |
| Conditions met - transferred to revenue | 216 652 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 277 618 | 296 737 | 320 255 |
| Conditions still to be met - transferred to liabilities | - | - | - | - | - | - | - | - | - |
| Total operating transfers and grants revenue | 216 652 | 213 105 | 226 163 | 245 278 | 245 278 | 245 278 | 277 618 | 296 737 | 320 255 |
| Total operating transfers and grants - CTBM | - | - | - | - | - | - | - | - | - |
| Capital transfers and grants: | | | | | | | | | |
| National Government: | | | | | | | | | |
| Balance unspent at beginning of the year | 14 378 | - | - | - | 449 | 449 | - | - | - |
| Current year receipts | 62 810 | 85 419 | 83 864 | 55 504 | 55 504 | 55 504 | 64 279 | 64 551 | 65 890 |
| Conditions met - transferred to revenue | 77 188 | 68 895 | 83 864 | 55 504 | 55 953 | 55 953 | 64 279 | 64 551 | 65 890 |
| Conditions still to be met - transferred to liabilities | - | 16 524 | - | - | - | - | - | - | - |
| Total capital transfers and grants revenue | 77 188 | 68 895 | 83 864 | 55 504 | 55 953 | 55 953 | 64 279 | 64 551 | 65 890 |
| Total capital transfers and grants - CTBM | - | 16 524 | - | - | - | - | - | - | - |
| TOTAL TRANSFERS AND GRANTS REVENUE | 293 840 | 282 000 | 310 027 | 300 782 | 301 231 | 301 231 | 341 897 | 361 288 | 386 145 |
| TOTAL TRANSFERS AND GRANTS - CTBM | - | 16 524 | - | - | - | - | - | - | - |

Table 38 MBRR SA21 – Transfers and Grants made by the municipality

| 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 |
| Groups of Individuals | | | | | | | | | | |
| Free Basic Electricity | 313 | 708 | 841 | 2 224 | 1 400 | 1 400 | 1 280 | 1 473 | 1 552 | 1 636 |
| Retirement Benefit | 848 | - | - | 1 680 | 1 680 | 1 680 | - | 1 767 | 1 863 | 1 963 |
| External Bursaries | 118 | - | - | 500 | 500 | 500 | - | 500 | 527 | 555 |
| Total Non-Cash Grants To Groups Of Individuals: | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |
| TOTAL NON-CASH TRANSFERS AND GRANTS | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |
| TOTAL TRANSFERS AND GRANTS | 1 279 | 708 | 841 | 4 404 | 3 580 | 3 580 | 1 280 | 3 740 | 3 942 | 4 155 |

2.8 Councilors and employees' benefits

Table 39 MBRR SA22 – Summary of councilor and benefits

| Summary of Employee and Councilor remuneration | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | 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 |
| Councillors (Political Office Bearers plus Other) | | | | | | | | | |
| Basic Salaries and Wages | 11 508 | 12 363 | 12 690 | 15 073 | 14 450 | 14 450 | 15 201 | 16 220 | 16 507 |
| Pension and UIF Contributions | 987 | 1 691 | 1 778 | 1 857 | 1 657 | 1 657 | 1 744 | 1 860 | 1 985 |
| Medical Aid Contributions | 306 | 250 | 295 | 317 | 351 | 351 | 369 | 394 | 320 |
| Motor Vehicle Allowance | 3 640 | 4 672 | 4 947 | 5 324 | 5 334 | 5 334 | 5 611 | 5 987 | 6 289 |
| Cellphone Allowance | 1 615 | 1 146 | 2 708 | 2 499 | 2 499 | 2 499 | 2 629 | 2 805 | 2 993 |
| Housing Allowances | – | – | – | – | – | – | – | – | – |
| Other benefits and allowances | 1 005 | – | 454 | – | – | – | – | – | – |
| Sub Total - Councillors | 19 061 | 20 122 | 22 874 | 25 070 | 24 291 | 24 291 | 25 554 | 27 266 | 28 093 |
| % increase | | 5.6% | 13.7% | 9.6% | (3.1%) | – | 5.2% | 6.7% | 3.0% |
| Senior Managers of the Municipality | | | | | | | | | |
| Basic Salaries and Wages | 4 473 | 5 416 | 5 073 | 4 718 | 4 532 | 4 532 | 5 150 | 5 407 | 5 694 |
| Pension and UIF Contributions | 352 | 317 | 234 | 1 095 | 245 | 245 | 172 | 180 | 190 |
| Medical Aid Contributions | 169 | 6 | 92 | 252 | 102 | 102 | 64 | 67 | 70 |
| Overtime | – | – | – | – | – | – | – | – | – |
| Performance Bonus | – | – | – | – | – | – | – | – | – |
| Motor Vehicle Allowance | 718 | 457 | 672 | 907 | 760 | 760 | 918 | 964 | 1 015 |
| Cellphone Allowance | – | 5 | 41 | 84 | 141 | 141 | 205 | 215 | 226 |
| Housing Allowances | – | – | – | – | – | – | – | – | – |
| Other benefits and allowances | 283 | 130 | 221 | 81 | 528 | 528 | 331 | 349 | 367 |
| Payments in lieu of leave | – | – | 103 | – | – | – | – | – | – |
| Long service awards | – | – | – | – | – | – | – | – | – |
| Post-retirement benefit obligations | – | – | – | – | – | – | – | – | – |
| Sub Total - Senior Managers of Municipality | 5 994 | 6 331 | 6 436 | 7 137 | 6 308 | 6 308 | 6 840 | 7 182 | 7 563 |
| % increase | | 5.6% | 1.6% | 10.9% | (11.6%) | – | 8.4% | 5.0% | 5.3% |
| Other Municipal Staff | | | | | | | | | |
| Basic Salaries and Wages | 66 719 | 68 064 | 73 490 | 85 022 | 79 451 | 79 451 | 93 056 | 99 244 | 104 504 |
| Pension and UIF Contributions | 12 228 | 14 452 | 14 304 | 16 149 | 16 141 | 16 141 | 19 404 | 20 695 | 21 792 |
| Medical Aid Contributions | 3 565 | 4 235 | 7 931 | 4 826 | 4 726 | 4 726 | 4 721 | 5 035 | 5 302 |
| Overtime | 2 589 | 2 835 | 2 357 | 1 774 | 2 108 | 2 108 | 1 948 | 2 078 | 2 188 |
| Performance Bonus | – | – | – | – | – | – | – | – | – |
| Motor Vehicle Allowance | 5 437 | 7 995 | 7 782 | 8 965 | 10 043 | 10 043 | 11 732 | 12 512 | 13 176 |
| Cellphone Allowance | – | 116 | 507 | 1 036 | 1 147 | 1 147 | 1 171 | 1 249 | 1 315 |
| Housing Allowances | 137 | 152 | 143 | 151 | 160 | 160 | 816 | 870 | 916 |
| Other benefits and allowances | 12 594 | 7 651 | 11 264 | 8 017 | 8 638 | 8 638 | 8 660 | 9 236 | 9 725 |
| Payments in lieu of leave | 2 046 | 54 | 677 | 892 | 1 173 | 1 173 | 2 471 | 2 637 | 2 777 |
| Long service awards | 841 | 3 741 | 559 | 180 | 578 | 578 | 486 | 518 | 546 |
| Post-retirement benefit obligations | – | 962 | 1 752 | – | – | – | – | – | – |
| Sub Total - Other Municipal Staff | 106 156 | 110 255 | 120 766 | 127 012 | 124 165 | 124 165 | 144 466 | 154 074 | 162 240 |
| % increase | | 3.9% | 9.5% | 5.2% | (2.2%) | – | 16.3% | 6.7% | 5.3% |
| Total Parent Municipality | 131 211 | 136 708 | 150 075 | 159 220 | 154 764 | 154 764 | 176 860 | 188 523 | 197 897 |
| | | 4.2% | 9.8% | 6.1% | (2.8%) | – | 14.3% | 6.6% | 5.0% |
| TOTAL SALARY, ALLOWANCES & BENEFITS | 131 211 | 136 708 | 150 075 | 159 220 | 154 764 | 154 764 | 176 860 | 188 523 | 197 897 |
| % increase | | 4.2% | 9.8% | 6.1% | (2.8%) | – | 14.3% | 6.6% | 5.0% |
| TOTAL MANAGERS AND STAFF | 112 151 | 116 586 | 127 202 | 134 149 | 130 473 | 130 473 | 151 305 | 161 257 | 169 803 |

Table 40 MBRR SA23 – Salary, allowances & benefits of political office bearer/senior management

| Disclosure of Salaries, Allowances & Benefits | Salary | Contributions | Allowances | Performance Bonuses | In-kind benefits | Total Package |
|--|-------------------|------------------|------------------|---------------------|------------------|-------------------|
| Councillors | | | | | | |
| Speaker | 448 418 | 67 263 | 171 894 | | | 687 575 |
| Chief Whip | 381 145 | 102 308 | 161 151 | | | 644 603 |
| Executive Mayor | 498 041 | 146 562 | 214 868 | | | 859 471 |
| Deputy Executive Mayor | – | – | – | | | – |
| Executive Committee | 2 956 625 | 445 150 | 1 133 925 | | | 4 535 699 |
| Total for all other councillors | 10 917 141 | 1 351 340 | 6 558 362 | | | 18 826 843 |
| Total Councillors | 15 201 369 | 2 112 622 | 8 240 199 | | | 25 554 191 |
| Senior Managers of the Municipality | | | | | | |
| Municipal Manager (MM) | 796 840 | 61 548 | 197 540 | 66 403 | | 1 122 331 |
| Chief Finance Officer | 792 400 | 1 785 | 135 761 | – | | 929 946 |
| Director Infrastructure | 654 790 | 73 771 | 275 456 | 54 566 | | 1 058 583 |
| Director Community Services | 731 635 | 42 658 | 103 775 | 60 970 | | 939 038 |
| Director Development Planning | 708 596 | 1 785 | 160 516 | 59 050 | | 929 946 |
| Director Corporate Services | 792 400 | 1 785 | 135 761 | – | | 929 946 |
| Director Executive Support | 673 296 | 52 282 | 148 260 | 56 108 | | 929 946 |
| Total Senior Managers of the Municipality | 5 149 958 | 235 613 | 1 157 069 | 297 096 | – | 6 839 737 |
| TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION | 20 351 328 | 2 348 235 | 9 397 269 | 297 096 | – | 32 393 928 |

Table 41 MBRR SA24 – Summary of personnel number

| 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 |
| Municipal Council and Boards of Municipal Entities | | | | | | | | | |
| Councillors (Political Office Bearers plus Other Councillors) | 61 | – | 61 | 61 | – | 61 | 61 | – | 61 |
| Board Members of municipal entities | – | – | – | – | – | – | – | – | – |
| Municipal employees | | | | | | | | | |
| Municipal Manager and Senior Managers | 6 | – | 6 | 6 | – | 6 | 6 | – | 6 |
| Other Managers | 28 | 28 | – | 28 | 28 | – | 27 | 26 | 1 |
| Professionals | 24 | 22 | 2 | 35 | 25 | 10 | 83 | 83 | – |
| <i>Finance</i> | 12 | 12 | – | 18 | 10 | 8 | 54 | 54 | – |
| <i>Spatial/town planning</i> | 3 | 3 | – | 8 | 8 | – | 17 | 17 | – |
| <i>Information Technology</i> | – | – | – | – | – | – | – | – | – |
| <i>Roads</i> | – | – | – | – | – | – | – | – | – |
| <i>Electricity</i> | – | – | – | – | – | – | – | – | – |
| <i>Water</i> | – | – | – | – | – | – | – | – | – |
| <i>Sanitation</i> | – | – | – | – | – | – | – | – | – |
| <i>Refuse</i> | – | – | – | – | – | – | – | – | – |
| <i>Other</i> | 9 | 7 | 2 | 9 | 7 | 2 | 12 | 12 | – |
| Technicians | 11 | 10 | 1 | 11 | 10 | 1 | 94 | 94 | – |
| <i>Finance</i> | – | – | – | – | – | – | – | – | – |
| <i>Spatial/town planning</i> | – | – | – | – | – | – | 1 | 1 | – |
| <i>Information Technology</i> | 6 | 6 | – | 6 | 6 | – | 6 | 6 | – |
| <i>Roads</i> | – | – | – | – | – | – | 68 | 68 | – |
| <i>Electricity</i> | 4 | 3 | 1 | 4 | 3 | 1 | 11 | 11 | – |
| <i>Water</i> | – | – | – | – | – | – | – | – | – |
| <i>Sanitation</i> | – | – | – | – | – | – | – | – | – |
| <i>Refuse</i> | – | – | – | – | – | – | – | – | – |
| <i>Other</i> | 1 | 1 | – | 1 | 1 | – | 8 | 8 | – |
| Clerks (Clerical and administrative) | 110 | 104 | 6 | 110 | 104 | 6 | 72 | 72 | – |
| Service and sales workers | 46 | 35 | 11 | 46 | 35 | 11 | 18 | 18 | – |
| Skilled agricultural and fishery workers | – | – | – | – | – | – | – | – | – |
| Craft and related trades | – | – | – | – | – | – | – | – | – |
| Plant and Machine Operators | 20 | 20 | – | 20 | 20 | – | 29 | 29 | – |
| Elementary Occupations | 154 | 153 | 1 | 154 | 153 | 1 | 62 | 62 | – |
| TOTAL PERSONNEL NUMBERS | 460 | 372 | 88 | 471 | 375 | 96 | 452 | 384 | 68 |
| % increase | | | | 2.4% | 0.8% | 9.1% | (4.0%) | 2.4% | (29.2%) |
| Total municipal employees headcount | 359 | 336 | 23 | 359 | 336 | 23 | 352 | 352 | 67 |
| Finance personnel headcount | 58 | 52 | 6 | 58 | 52 | 6 | 52 | 52 | – |
| Human Resources personnel headcount | 11 | 10 | 1 | 11 | 10 | 1 | 300 | 300 | 67 |

2.9 Monthly targets for revenue, expenditure and cash flow

Table 42 MBRR SA25 - Budgeted monthly revenue and expenditure

| Description | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|-----------------|----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
| | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue By Source | | | | | | | | | | | | | | | |
| Property rates | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 2,894 | 34,727 | 36,602 | 38,579 |
| Service charges - electricity revenue | 6,188 | 6,288 | 6,288 | 6,388 | 6,588 | 6,988 | 7,388 | 7,438 | 7,638 | 8,288 | 8,338 | 8,237 | 86,051 | 90,698 | 95,595 |
| Service charges - water revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Service charges - refuse revenue | 712 | 712 | 712 | 712 | 712 | 712 | 712 | 712 | 712 | 712 | 712 | 712 | 8,550 | 9,011 | 9,498 |
| Service charges - other | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Rental of facilities and equipment | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 1,052 | 1,109 | 1,169 |
| Interest earned - external investments | - | 310 | 310 | 364 | - | 410 | 315 | 325 | - | 310 | 300 | 302 | 2,946 | 3,105 | 3,272 |
| Interest earned - outstanding debtors | 587 | 587 | 587 | 587 | 587 | 587 | 587 | 587 | 587 | 587 | 587 | 587 | 7,040 | 7,421 | 7,821 |
| Dividends received | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | 5,001 | 5,101 | 5,401 | 6,001 | 6,155 | 7,121 | 7,101 | 7,151 | 6,155 | 6,251 | 6,155 | 6,269 | 73,860 | 77,848 | 82,052 |
| Licences and permits | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 5,470 | 5,766 | 6,077 |
| Agency services | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies | 90,387 | 581 | 734 | 581 | 741 | 90,251 | 717 | 911 | 90,251 | 911 | 771 | 781 | 277,618 | 296,737 | 320,255 |
| Other revenue | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 1,664 | 1,754 | 1,849 |
| Gains on disposal of PPE | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers) | 106,451 | 17,155 | 17,607 | 18,209 | 18,359 | 109,645 | 20,396 | 20,700 | 108,919 | 20,635 | 20,439 | 20,464 | 498,978 | 530,051 | 566,168 |
| Expenditure By Type | | | | | | | | | | | | | | | |
| Employee related costs | 11,816 | 11,871 | 11,956 | 12,016 | 11,854 | 20,142 | 12,123 | 11,967 | 11,973 | 11,891 | 11,836 | 11,861 | 151,305 | 161,257 | 169,803 |
| Remuneration of councillors | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 25,554 | 27,266 | 28,093 |
| Debt impairment | - | - | - | - | - | - | - | - | - | - | - | 57,860 | 57,860 | 60,984 | 61,899 |
| Depreciation & asset impairment | - | - | - | - | - | - | - | - | - | - | - | 53,842 | 53,842 | 56,749 | 57,814 |
| Finance charges | 254 | 248 | 230 | 228 | 223 | 214 | 205 | 196 | 187 | 178 | 168 | 159 | 2,490 | 1,134 | 53 |
| Bulk purchases | 5,500 | 5,500 | 5,600 | 5,650 | 5,780 | 6,100 | 6,257 | 6,350 | 7,000 | 7,400 | 7,600 | 7,850 | 76,587 | 88,381 | 102,081 |
| Other materials | 606 | 1,006 | 1,356 | 706 | 806 | 1,118 | 656 | 706 | 558 | 496 | 698 | 568 | 9,278 | 9,779 | 10,008 |
| Contracted services | 4,348 | 5,040 | 5,068 | 4,387 | 4,102 | 4,994 | 4,438 | 5,421 | 5,333 | 5,201 | 5,750 | 5,803 | 59,885 | 62,884 | 63,953 |
| Transfers and subsidies | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 570 | 470 | 270 | 270 | 270 | 3,740 | 3,942 | 4,155 |
| Other expenditure | 3,881 | 3,981 | 4,281 | 4,081 | 4,081 | 4,181 | 4,031 | 4,031 | 6,551 | 4,094 | 3,881 | 3,881 | 50,959 | 49,603 | 51,082 |
| Loss on disposal of PPE | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure | 28,805 | 30,046 | 30,890 | 29,468 | 29,246 | 39,148 | 30,109 | 31,371 | 34,201 | 31,659 | 32,333 | 144,224 | 491,501 | 521,981 | 548,942 |
| Surplus/(Deficit) | 77,646 | (12,891) | (13,283) | (11,259) | (10,887) | 70,496 | (9,713) | (10,671) | 74,718 | (11,024) | (11,894) | (123,761) | 7,478 | 8,070 | 17,226 |
| Transfers and subsidies - capital (monetary alloca | 1,823 | 3,125 | 7,551 | 5,859 | 3,608 | 13,552 | 9,402 | 4,427 | 8,430 | 7,161 | 8,984 | - | 73,921 | 74,234 | 75,773 |
| Transfers and subsidies - capital (monetary alloca | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (in-kind - all) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributio | 79,469 | (9,766) | (5,732) | (5,400) | (7,279) | 84,048 | (311) | (6,244) | 83,148 | (3,863) | (2,910) | (123,761) | 81,399 | 82,304 | 92,999 |
| Taxation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Attributable to minorities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Share of surplus/ (deficit) of associate | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) | 79,469 | (9,766) | (5,732) | (5,400) | (7,279) | 84,048 | (311) | (6,244) | 83,148 | (3,863) | (2,910) | (123,761) | 81,399 | 82,304 | 92,999 |

Table 43 MBRR SA26 - Budgeted monthly revenue and expenditure (municipal vote)

| Description | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|------------------|---|------------------------|------------------------|
| | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue by Vote | | | | | | | | | | | | | | | |
| Vote 1 - Executive & Council | 13,688 | | | | | 13,688 | | | 13,688 | | | - | 41,063 | 43,608 | 45,833 |
| Vote 2 - Office of the Municipal Manager | 11,610 | | | | | 11,610 | | | 11,610 | | | (0) | 34,831 | 36,147 | 39,856 |
| Vote 3 - Budget & Treasury | 10,665 | 3,568 | 3,721 | 3,622 | 3,418 | 10,939 | 3,709 | 3,913 | 10,529 | 3,898 | 3,748 | 3,760 | 65,490 | 74,788 | 80,378 |
| Vote 4 - Corporate Services | 13,999 | 1 | 1 | 1 | 1 | 13,999 | 1 | 1 | 13,999 | 1 | 1 | 1 | 42,002 | 43,453 | 45,679 |
| Vote 5 - Community Services | 21,400 | 6,301 | 6,601 | 7,201 | 7,355 | 23,520 | 8,301 | 8,351 | 22,554 | 7,451 | 7,355 | 7,469 | 133,859 | 137,546 | 148,504 |
| Vote 6 - Technical Services | 27,308 | 10,240 | 14,666 | 13,074 | 11,023 | 39,837 | 17,617 | 12,692 | 35,366 | 16,276 | 18,149 | 9,064 | 225,312 | 238,597 | 249,282 |
| Vote 7 - Developmental Planning | 3,873 | 170 | 170 | 170 | 170 | 3,873 | 170 | 170 | 3,873 | 170 | 170 | 170 | 13,150 | 12,315 | 13,095 |
| Vote 8 - Executive Support | 5,731 | - | - | - | - | 5,731 | - | - | 5,731 | - | - | - | 17,193 | 17,831 | 19,315 |
| Total Revenue by Vote | 108,274 | 20,280 | 25,159 | 24,068 | 21,967 | 123,196 | 29,798 | 25,127 | 117,349 | 27,796 | 29,423 | 20,464 | 572,899 | 604,285 | 641,941 |
| Expenditure by Vote to be appropriated | | | | | | | | | | | | | | | |
| Vote 1 - Executive & Council | 3,332 | 3,352 | 3,412 | 3,332 | 3,342 | 3,302 | 3,322 | 3,602 | 3,592 | 3,322 | 3,352 | 3,322 | 40,584 | 43,107 | 45,747 |
| Vote 2 - Office of the Municipal Manager | 2,904 | 3,104 | 2,630 | 2,913 | 2,816 | 3,716 | 2,706 | 3,534 | 3,064 | 3,182 | 3,100 | 3,237 | 36,906 | 39,013 | 40,154 |
| Vote 3 - Budget & Treasury | 3,319 | 3,834 | 4,177 | 3,279 | 2,849 | 5,039 | 3,243 | 3,900 | 4,132 | 3,763 | 4,331 | 13,392 | 55,258 | 58,534 | 60,888 |
| Vote 4 - Corporate Services | 2,338 | 2,361 | 2,414 | 2,348 | 2,349 | 3,293 | 2,342 | 2,388 | 4,767 | 2,419 | 2,334 | 8,417 | 37,770 | 40,007 | 41,001 |
| Vote 5 - Community Services | 5,121 | 5,223 | 5,315 | 5,215 | 5,245 | 7,738 | 5,578 | 5,209 | 5,301 | 5,141 | 5,251 | 52,733 | 113,070 | 119,761 | 123,932 |
| Vote 6 - Technical Services | 9,801 | 10,200 | 10,666 | 10,040 | 10,273 | 12,678 | 10,598 | 10,715 | 11,218 | 11,530 | 11,905 | 61,098 | 180,721 | 194,315 | 210,272 |
| Vote 7 - Developmental Planning | 747 | 849 | 1,147 | 947 | 949 | 1,566 | 897 | 897 | 999 | 970 | 747 | 747 | 11,460 | 10,507 | 9,381 |
| Vote 8 - Executive Support | 1,244 | 1,124 | 1,129 | 1,394 | 1,424 | 1,816 | 1,424 | 1,127 | 1,129 | 1,332 | 1,314 | 1,279 | 15,733 | 16,737 | 17,566 |
| Total Expenditure by Vote | 28,805 | 30,046 | 30,890 | 29,468 | 29,246 | 39,148 | 30,109 | 31,371 | 34,201 | 31,659 | 32,333 | 144,224 | 491,501 | 521,981 | 548,942 |
| Surplus/(Deficit) before assoc. | 79,469 | (9,766) | (5,732) | (5,400) | (7,279) | 84,048 | (311) | (6,244) | 83,148 | (3,863) | (2,910) | (123,761) | 81,399 | 82,304 | 92,999 |
| Taxation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Attributable to minorities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Share of surplus/ (deficit) of associate | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) | 79,469 | (9,766) | (5,732) | (5,400) | (7,279) | 84,048 | (311) | (6,244) | 83,148 | (3,863) | (2,910) | (123,761) | 81,399 | 82,304 | 92,999 |

Table 44 MBRR SA27 - Budgeted monthly revenue and expenditure (standard classification)

| Description | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|---------------------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|-----------|---|------------------------|------------------------|
| | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue - Functional | | | | | | | | | | | | | | | |
| Governance and administration | 60,218 | 3,569 | 3,721 | 3,623 | 3,419 | 60,492 | 3,710 | 3,914 | 60,082 | 3,899 | 3,749 | 3,760 | 214,154 | 230,028 | 245,262 |
| Executive and council | 15,503 | | | | | 15,503 | | | 15,503 | | | (0) | 46,509 | 49,373 | 52,340 |
| Finance and administration | 41,864 | 3,569 | 3,721 | 3,623 | 3,419 | 42,138 | 3,710 | 3,914 | 41,728 | 3,899 | 3,749 | 3,760 | 159,093 | 171,633 | 183,158 |
| Internal audit | 2,851 | | | | | 2,851 | | | 2,851 | | | | 8,552 | 9,021 | 9,763 |
| Community and public safety | 7,043 | 6 | 6 | 6 | 6 | 7,043 | 6 | 6 | 7,043 | 6 | 6 | 6 | 21,181 | 21,908 | 25,621 |
| Community and social services | 3,065 | 5 | 5 | 5 | 5 | 3,065 | 5 | 5 | 3,065 | 5 | 5 | 5 | 9,236 | 9,497 | 11,726 |
| Sport and recreation | 3,978 | 1 | 1 | 1 | 1 | 3,978 | 1 | 1 | 3,978 | 1 | 1 | 1 | 11,945 | 12,410 | 13,895 |
| Economic and environmental services | 26,001 | 8,175 | 11,764 | 11,106 | 9,588 | 36,835 | 14,839 | 11,192 | 32,065 | 12,324 | 13,582 | 7,021 | 194,492 | 204,075 | 217,500 |
| Planning and development | 6,145 | 170 | 170 | 170 | 170 | 6,145 | 170 | 170 | 6,145 | 170 | 170 | 170 | 19,966 | 19,151 | 21,414 |
| Road transport | 19,433 | 8,005 | 11,594 | 10,936 | 9,418 | 30,268 | 14,668 | 11,022 | 25,497 | 12,153 | 13,412 | 6,851 | 173,256 | 183,714 | 194,134 |
| Environmental protection | 423 | - | - | - | - | 423 | - | - | 423 | - | - | (0) | 1,270 | 1,210 | 1,952 |
| Trading services | 15,011 | 8,530 | 9,668 | 9,333 | 8,954 | 18,826 | 11,244 | 10,015 | 18,160 | 11,568 | 12,086 | 9,676 | 143,072 | 148,275 | 153,559 |
| Energy sources | 9,093 | 7,791 | 8,929 | 8,594 | 8,215 | 12,908 | 10,504 | 9,276 | 12,241 | 10,828 | 11,347 | 8,937 | 118,662 | 125,681 | 129,718 |
| Waste management | 5,919 | 739 | 739 | 739 | 739 | 5,919 | 739 | 739 | 5,919 | 739 | 739 | 739 | 24,410 | 22,594 | 23,840 |
| Total Revenue - Functional | 108,274 | 20,280 | 25,159 | 24,068 | 21,967 | 123,196 | 29,798 | 25,127 | 117,349 | 27,796 | 29,423 | 20,464 | 572,899 | 604,285 | 641,941 |
| Expenditure - Functional | | | | | | | | | | | | | | | |
| Governance and administration | 13,926 | 14,558 | 14,648 | 14,134 | 13,737 | 18,317 | 13,753 | 15,432 | 17,377 | 14,936 | 15,140 | 36,401 | 202,360 | 210,453 | 217,350,338 |
| Executive and council | 3,722 | 3,738 | 3,798 | 3,743 | 3,728 | 3,908 | 3,714 | 3,993 | 3,978 | 3,726 | 3,738 | 3,708 | 45,497 | 48,319 | 51,235,631 |
| Finance and administration | 9,441 | 10,057 | 10,186 | 9,728 | 9,145 | 13,645 | 9,325 | 10,646 | 12,736 | 10,477 | 10,664 | 31,953 | 148,004 | 152,770 | 156,504 |
| Internal audit | 763 | 763 | 663 | 663 | 863 | 764 | 713 | 792 | 663 | 733 | 738 | 740 | 8,860 | 9,364 | 9,610 |
| Community and public safety | 1,258 | 1,278 | 1,308 | 1,268 | 1,332 | 2,083 | 1,317 | 1,323 | 1,298 | 1,268 | 1,298 | 4,388 | 19,419 | 20,644 | 21,733 |
| Community and social services | 631 | 651 | 661 | 641 | 705 | 1,054 | 690 | 671 | 671 | 641 | 671 | 691 | 8,381 | 8,925 | 9,388 |
| Sport and recreation | 627 | 627 | 647 | 627 | 627 | 1,029 | 627 | 651 | 627 | 627 | 627 | 3,697 | 11,037 | 11,719 | 12,344 |
| Economic and environmental services | 5,238 | 5,672 | 6,346 | 5,331 | 5,501 | 8,781 | 5,783 | 5,162 | 5,471 | 5,159 | 5,313 | 79,527 | 143,284 | 149,998 | 154,315 |
| Planning and development | 1,092 | 1,194 | 1,536 | 1,301 | 1,305 | 2,093 | 1,271 | 1,242 | 1,383 | 1,314 | 1,087 | 1,087 | 15,905 | 15,240 | 14,365 |
| Road transport | 4,089 | 4,421 | 4,719 | 3,924 | 4,139 | 6,602 | 4,406 | 3,863 | 4,031 | 3,789 | 4,169 | 78,383 | 126,535 | 133,863 | 139,011 |
| Environmental protection | 56 | 56 | 91 | 106 | 56 | 86 | 106 | 56 | 56 | 56 | 56 | 56 | 843 | 896 | 939 |
| Trading services | 8,383 | 8,538 | 8,589 | 8,735 | 8,677 | 9,967 | 9,257 | 9,455 | 10,055 | 10,295 | 10,583 | 23,908 | 126,438 | 140,886 | 155,543 |
| Energy sources | 6,472 | 6,627 | 6,678 | 6,824 | 6,766 | 7,419 | 7,346 | 7,544 | 8,144 | 8,384 | 8,672 | 19,235 | 100,113 | 113,013 | 126,671 |
| Waste management | 1,910 | 1,910 | 1,910 | 1,910 | 1,910 | 2,548 | 1,910 | 1,910 | 1,910 | 1,910 | 1,910 | 4,673 | 26,326 | 27,873 | 28,872 |
| Total Expenditure - Functional | 28,805 | 30,046 | 30,890 | 29,468 | 29,246 | 39,148 | 30,109 | 31,371 | 34,201 | 31,659 | 32,333 | 144,224 | 491,501 | 521,981 | 548,942 |
| Surplus/(Deficit) before assoc. | 79,469 | (9,766) | (5,732) | (5,400) | (7,279) | 84,048 | (311) | (6,244) | 83,148 | (3,863) | (2,910) | (123,761) | 81,399 | 82,304 | 92,999 |
| Share of surplus/ (deficit) of associate | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) | 79,469 | (9,766) | (5,732) | (5,400) | (7,279) | 84,048 | (311) | (6,244) | 83,148 | (3,863) | (2,910) | (123,761) | 81,399 | 82,304 | 92,999 |

Table 45 MBRR SA28 - Budgeted monthly capital expenditure (municipal vote)

| Description | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---|------------------------|------------------------|
| | July | August | September | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Multi-year expenditure to be appropriated | | | | | | | | | | | | | | | |
| Vote 1 - Executive & Council | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - Office of the Municipal Manager | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 3 - Budget & Treasury | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 4 - Corporate Services | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 5 - Community Services | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 6 - Technical Services | 1,786 | 1,690 | 2,929 | 3,390 | 2,429 | 6,699 | 3,811 | 2,390 | 2,765 | 2,640 | 4,790 | 3,898 | 39,216 | 60,670 | 54,979 |
| Vote 7 - Developmental Planning | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 8 - Executive Support | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Capital multi-year expenditure sub-total | 1,786 | 1,690 | 2,929 | 3,390 | 2,429 | 6,699 | 3,811 | 2,390 | 2,765 | 2,640 | 4,790 | 3,898 | 39,216 | 60,670 | 54,979 |
| Single-year expenditure to be appropriated | | | | | | | | | | | | | | | |
| Vote 1 - Executive & Council | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - Office of the Municipal Manager | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 3 - Budget & Treasury | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 4 - Corporate Services | 100 | 100 | | 200 | 30 | | 100 | 130 | | | 160 | 80 | 900 | 900 | 900 |
| Vote 5 - Community Services | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 6 - Technical Services | - | 1,910 | 4,100 | 2,392 | 1,631 | 5,046 | 3,840 | 2,500 | 4,240 | 3,834 | 3,772 | 4,044 | 37,309 | 23,894 | 30,412 |
| Vote 7 - Developmental Planning | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 8 - Executive Support | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | 100 | 2,010 | 4,100 | 2,592 | 1,661 | 5,046 | 3,940 | 2,630 | 4,240 | 3,834 | 3,932 | 4,124 | 38,209 | 24,794 | 31,312 |
| Total Capital Expenditure | 1,886 | 3,700 | 7,029 | 5,982 | 4,090 | 11,744 | 7,751 | 5,020 | 7,005 | 6,474 | 8,722 | 8,023 | 77,425 | 85,464 | 86,291 |

Table 46 MBRR SA 29 - Budgeted monthly capital expenditure (standard classification)

| Description | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---|------------------------|------------------------|
| | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Capital Expenditure - Functional | | | | | | | | | | | | | | | |
| Governance and administration | 100 | 100 | - | 200 | 30 | - | 100 | 130 | - | - | 160 | 80 | 900 | 900 | 900 |
| Executive and council | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Finance and administration | 100 | 100 | - | 200 | 30 | - | 100 | 130 | - | - | 160 | 80 | 900 | 900 | 900 |
| Internal audit | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Community and public safety | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Community and social services | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Sport and recreation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | 1,690 | 2,900 | 5,129 | 5,332 | 2,289 | 9,894 | 4,130 | 4,790 | 6,255 | 4,124 | 6,890 | 5,364 | 58,786 | 66,912 | 66,257 |
| Planning and development | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Road transport | 1,690 | 2,900 | 5,129 | 5,332 | 2,289 | 9,894 | 4,130 | 4,790 | 6,255 | 4,124 | 6,890 | 5,364 | 58,786 | 66,912 | 66,257 |
| Environmental protection | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Trading services | 96 | 700 | 1,900 | 450 | 1,771 | 1,850 | 3,521 | 100 | 750 | 2,350 | 1,672 | 2,579 | 17,739 | 17,652 | 19,134 |
| Energy sources | 96 | 700 | 1,900 | 450 | 1,771 | 1,850 | 3,521 | 100 | 750 | 2,350 | 1,672 | 2,579 | 17,739 | 17,652 | 19,134 |
| Waste management | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure - Functional | 1,886 | 3,700 | 7,029 | 5,982 | 4,090 | 11,744 | 7,751 | 5,020 | 7,005 | 6,474 | 8,722 | 8,023 | 77,425 | 85,464 | 86,291 |
| Funded by: | | | | | | | | | | | | | | | |
| National Government | 1,400 | 2,400 | 5,800 | 4,500 | 2,771 | 10,409 | 7,221 | 3,400 | 6,475 | 5,500 | 6,900 | 7,503 | 64,279 | 64,551 | 65,890 |
| Provincial Government | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| District Municipality | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other transfers and grants | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfers recognised - capital | 1,400 | 2,400 | 5,800 | 4,500 | 2,771 | 10,409 | 7,221 | 3,400 | 6,475 | 5,500 | 6,900 | 7,503 | 64,279 | 64,551 | 65,890 |
| Borrowing | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Internally generated funds | 486 | 1,300 | 1,229 | 1,482 | 1,319 | 1,336 | 530 | 1,620 | 530 | 974 | 1,822 | 520 | 13,146 | 20,912 | 20,402 |
| Total Capital Funding | 1,886 | 3,700 | 7,029 | 5,982 | 4,090 | 11,744 | 7,751 | 5,020 | 7,005 | 6,474 | 8,722 | 8,023 | 77,425 | 85,464 | 86,291 |

Table 47 MBRR SA30 - Budgeted monthly cash flow

| Monthly Cash flows | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|---|------------------------|------------------------|
| | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Cash Receipts By Source | | | | | | | | | | | | | 0 | | |
| Property rates | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 1,823 | 21,878 | 27,452 | 28,934 |
| Service charges - electricity revenue | 5,816 | 5,910 | 5,910 | 6,004 | 6,192 | 6,568 | 6,944 | 6,991 | 7,179 | 7,790 | 7,837 | 7,743 | 80,888 | 79,814 | 84,124 |
| Service charges - water revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Service charges - refuse revenue | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 4,018 | 4,596 | 4,844 |
| Rental of facilities and equipment | 59 | 59 | 59 | 59 | 59 | 59 | 59 | 59 | 59 | 59 | 59 | 59 | 705 | 721 | 760 |
| Interest earned - external investments | - | 310 | 310 | 364 | - | 410 | 315 | 325 | - | 310 | 300 | 302 | 2,946 | 3,105 | 3,272 |
| Interest earned - outstanding debtors | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 915 | 1,484 | 1,564 |
| Dividends received | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | 650 | 663 | 702 | 780 | 800 | 926 | 923 | 930 | 800 | 813 | 800 | 815 | 9,602 | 10,120 | 10,667 |
| Licences and permits | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 456 | 5,470 | 5,766 | 6,077 |
| Agency services | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfer receipts - operational | 92,387 | 2,235 | - | - | 2,000 | 90,251 | - | - | 90,745 | - | - | - | 277,618 | 296,737 | 320,255 |
| Other revenue | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 1,664 | 1,754 | 1,849 |
| Cash Receipts by Source | 101,741 | 12,006 | 9,810 | 10,036 | 11,880 | 101,043 | 11,070 | 11,134 | 101,612 | 11,801 | 11,825 | 11,747 | 405,705 | 431,549 | 462,346 |
| Other Cash Flows by Source | | | | | | | | | | | | | | | |
| Transfer receipts - capital | 30,000 | - | - | - | - | 35,000 | - | - | 8,921 | - | - | - | 73,921 | 74,234 | 75,773 |
| Transfers and subsidies - capital (monetary allocations) (N | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds on disposal of PPE | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Short term loans | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Borrowing long term/refinancing | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in consumer deposits | 44 | 82 | (65) | (22) | 58 | 68 | 48 | (38) | 47 | 88 | 100 | 114 | 524 | 552 | 582 |
| Decrease (Increase) in non-current debtors | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Decrease (increase) other non-current receivables | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Decrease (increase) in non-current investments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Cash Receipts by Source | 131,785 | 12,088 | 9,745 | 10,014 | 11,938 | 136,111 | 11,118 | 11,096 | 110,580 | 11,889 | 11,925 | 11,861 | 480,150 | 506,335 | 538,701 |
| Cash Payments by Type | | | | | | | | | | | | | | | |
| Employee related costs | 11,816 | 11,871 | 11,956 | 12,016 | 11,854 | 20,142 | 12,123 | 11,967 | 11,973 | 11,891 | 11,836 | 11,861 | 151,305 | 161,257 | 169,803 |
| Remuneration of councillors | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 2,130 | 25,554 | 27,266 | 28,093 |
| Finance charges | 254 | 248 | 230 | 228 | 223 | 214 | 205 | 196 | 187 | 178 | 168 | 159 | 2,490 | 1,134 | 53 |
| Bulk purchases - Electricity | 5,500 | 5,500 | 5,600 | 5,650 | 5,780 | 6,100 | 6,257 | 6,350 | 7,000 | 7,400 | 7,600 | 7,850 | 76,587 | 88,381 | 102,081 |
| Bulk purchases - Water & Sewer | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other materials | 606 | 1,006 | 1,356 | 706 | 806 | 1,118 | 656 | 706 | 558 | 496 | 698 | 568 | 9,278 | 9,779 | 10,008 |
| Contracted services | 4,348 | 5,040 | 5,068 | 4,387 | 4,102 | 4,994 | 4,438 | 5,421 | 5,333 | 5,201 | 5,750 | 5,803 | 59,885 | 62,884 | 63,953 |
| Transfers and grants - other municipalities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfers and grants - other | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 570 | 470 | 270 | 270 | 270 | 3,740 | 3,942 | 4,155 |
| Other expenditure | 3,881 | 3,981 | 4,281 | 4,081 | 4,081 | 4,181 | 4,031 | 4,031 | 6,551 | 4,094 | 3,881 | 11,624 | 58,701 | 58,149 | 59,712 |
| Cash Payments by Type | 28,805 | 30,046 | 30,890 | 29,468 | 29,246 | 39,148 | 30,109 | 31,371 | 34,201 | 31,659 | 32,333 | 40,265 | 387,541 | 412,793 | 437,858 |
| Other Cash Flows/Payments by Type | | | | | | | | | | | | | | | |
| Capital assets | 1,886 | 3,700 | 7,029 | 5,982 | 4,090 | 11,744 | 7,751 | 5,020 | 7,005 | 6,474 | 8,722 | 280 | 69,682 | 76,917 | 77,662 |
| Repayment of borrowing | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 9,686 | 11,050 | 2,504 |
| Other Cash Flows/Payments | 8,000 | 2,055 | - | - | - | - | - | - | - | - | - | - | 10,055 | - | - |
| Total Cash Payments by Type | 39,498 | 36,608 | 38,727 | 36,257 | 34,143 | 51,700 | 38,667 | 37,198 | 42,013 | 38,940 | 41,862 | 41,352 | 476,964 | 500,761 | 518,023 |
| NET INCREASE/(DECREASE) IN CASH HELD | 92,287 | (24,520) | (28,982) | (26,243) | (22,205) | 84,411 | (27,549) | (26,102) | 68,567 | (27,051) | (29,937) | (29,491) | 3,185 | 5,574 | 20,678 |
| Cash/cash equivalents at the month/year begin: | 24,273 | 116,560 | 92,040 | 63,059 | 36,816 | 14,611 | 99,022 | 71,472 | 45,370 | 113,937 | 86,886 | 56,949 | 24,273 | 27,458 | 33,032 |
| Cash/cash equivalents at the month/year end: | 116,560 | 92,040 | 63,059 | 36,816 | 14,611 | 99,022 | 71,472 | 45,370 | 113,937 | 86,886 | 56,949 | 27,458 | 27,458 | 33,032 | 53,710 |

Table 48 MBRR SA32–List of external mechanisms

| External mechanism | Yrs/ Mths | Period of agreement 1. | Service provided | Expiry date of service delivery agreement or contract | Monetary value of agreement 2. |
|------------------------------------|-----------|------------------------|---|---|--------------------------------|
| AM Accountants/Munsoft | Yrs | 1 | Finance Consultantion - Preparation of AFS and mSCOA implementation | 6/30/2020 | As and when |
| Canon | Yrs | 3 | Provision of photocopying machines | 2/28/2022 | As and when |
| Selema Plant Hire | Yrs | 3 | Rehabilitation of landfill site | 6/30/2020 | 13,440,000 |
| Wenzile Phaphama | Yrs | 3 | Security services | 6/30/2019 | 32,780,675 |
| Munsoft | Yrs | 5 | Financial system | 6/30/2021 | 35,520,000 |
| Baupa Printing | Yrs | 3 | Printing services | 3/31/2021 | As and when |
| OB Media | Yrs | 3 | Printing services | 3/31/2021 | As and when |
| Sage VIP | Yrs | 5 | Payroll system | 6/30/2022 | As and when |
| Unisonlateral | Yrs | 3 | Insurance services | 6/30/2019 | 4,700,000 |
| Nedbank | Yrs | 5 | Banking services | 6/30/2022 | As and when |
| Supply and delivery of refuse bags | Yrs | 3 | Supply of refuse bags | 6/30/2020 | As and when |
| Fleet Horizon | Yrs | 3 | Lease of vehicles | 8/30/2021 | 67,000,000 |
| Selema and Mashumi JV | Yrs | 3 | Refuse removal | 6/30/2019 | 21,000,000 |
| Bongilemashumi | Yrs | 3 | Supply and delivery of catridges | 6/30/2020 | As and when |
| Bahlotse | Yrs | 3 | Supply and delivery of catridges | 6/30/2020 | As and when |
| Mohlaka Media | Yrs | 3 | Supply and delivery of catridges | 6/30/2020 | As and when |
| Lermat | Yrs | 3 | Supply and delivery of electrical materials | 6/30/2020 | As and when |
| KF Petla | Yrs | 3 | Supply and delivery of electrical materials | 6/30/2020 | As and when |
| Mpofu | Yrs | 3 | Supply and delivery of electrical materials | 6/30/2020 | As and when |
| Pheladi 'a Noko | Yrs | 3 | Event management | 6/30/2020 | As and when |
| Skhoba | Yrs | 3 | Event management | 6/30/2020 | As and when |
| Lemon Peel | Yrs | 3 | Event management | 6/30/2020 | As and when |
| Roneli | Yrs | 3 | Event management | 6/30/2020 | As and when |
| 24/7 Travel | Yrs | 3 | Event management | 6/30/2020 | As and when |
| KDM Travel | Yrs | 3 | Accommodation bookings | 6/30/2020 | As and when |
| Reakgona Travel | Yrs | 3 | Accommodation bookings | 6/30/2020 | As and when |
| Babirwa Travel | Yrs | 3 | Accommodation bookings | 6/30/2020 | As and when |
| PMH | Yrs | 3 | ICT support | 8/31/2020 | As and when |
| Perteta | Yrs | 3 | Supply and delivery of ashphalt | 1/31/2021 | As and when |

2.10 Contracts having future budgetary implications

Table 49 MBRR Table SA33–Contracts having future budgetary implications

| Description | Preceding Years | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Forecast 2026/27 | Forecast 2027/28 | Forecast 2028/29 | Total Contract Value |
|---|-----------------|----------------------|---|------------------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------------|
| | Total | Original Budget | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Estimate |
| Revenue Obligation By Contract | | | | | | | | | | | | | |
| <i>Contract 1</i> | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Contract 2</i> | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Contract 3 etc</i> | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Operating Revenue Implication | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Expenditure Obligation By Contract | | | | | | | | | | | | | |
| <i>Refuse removal</i> | 7 000 | 8 000 | 6 733 | 7 096 | 7 217 | - | - | - | - | - | - | - | 36 046 |
| <i>Maintenance of landfill site</i> | 3 840 | 4 800 | 5 069 | - | - | - | - | - | - | - | - | - | 13 709 |
| <i>Lease of vehicles</i> | 1 726 | 23 240 | 13 554 | 2 504 | - | - | - | - | - | - | - | - | - |
| <i>Security services</i> | 10 939 | 11 806 | 13 676 | 14 415 | 14 660 | - | - | - | - | - | - | - | 65 495 |
| Total Operating Expenditure Implication | 23 505 | 47 846 | 39 032 | 24 014 | 21 877 | - | - | - | - | - | - | - | 156 274 |
| Capital Expenditure Obligation By Contract | | | | | | | | | | | | | |
| <i>Contract 1</i> | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Contract 2</i> | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Contract 3 etc</i> | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure Implication | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Parent Expenditure Implication | 23 505 | 47 846 | 39 032 | 24 014 | 21 877 | - | - | - | - | - | - | - | 156 274 |

2.11 Capital expenditure details

The following five tables present details of the municipality's capital expenditure programme, firstly on new assets, renewal of existing assets, repair and maintenance of assets, depreciation, and upgrading of existing assets.

Table 50 MBRR SA 34a - Capital expenditure on new assets by asset class

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Capital expenditure on new assets by Asset Class/Sub-class | | | | | | | | | |
| Infrastructure | 78 112 | 32 884 | 52 811 | 32 150 | 28 613 | 28 613 | 65 670 | 51 716 | 53 368 |
| Roads Infrastructure | 52 140 | 21 733 | 39 865 | 21 283 | 18 604 | 18 604 | 48 627 | 35 803 | 38 582 |
| Roads | 52 140 | 21 733 | 39 865 | 21 283 | 18 604 | 18 604 | 48 627 | 35 803 | 38 582 |
| Capital Spares | - | - | - | - | - | - | - | - | - |
| Storm water Infrastructure | 3 613 | - | - | - | - | - | - | - | - |
| Storm water Conveyance | 3 613 | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | 22 359 | 11 151 | 12 946 | 10 868 | 10 009 | 10 009 | 17 043 | 15 913 | 14 786 |
| HV Substations | - | - | - | - | - | - | - | - | - |
| HV Switching Station | - | - | - | - | - | - | - | - | - |
| HV Transmission Conductors | 15 218 | 11 151 | 12 946 | - | - | - | - | - | - |
| MV Substations | - | - | - | - | - | - | - | - | - |
| MV Switching Stations | - | - | - | - | - | - | - | - | - |
| MV Networks | 7 141 | - | - | 10 868 | 10 009 | 10 009 | 17 043 | 15 913 | 14 786 |
| Capital Spares | - | - | - | - | - | - | - | - | - |
| Solid Waste Infrastructure | - | - | - | - | - | - | - | - | - |
| Landfill Sites | - | - | - | - | - | - | - | - | - |
| Waste Transfer Stations | - | - | - | - | - | - | - | - | - |
| Waste Processing Facilities | - | - | - | - | - | - | - | - | - |
| Waste Drop-off Points | - | - | - | - | - | - | - | - | - |
| Community Assets | - | - | - | - | - | - | - | - | - |
| Community Facilities | - | - | - | - | - | - | - | - | - |
| Halls | - | - | - | - | - | - | - | - | - |
| Cemeteries/Crematoria | - | - | - | - | - | - | - | - | - |
| Parks | - | - | - | - | - | - | - | - | - |
| Other assets | - | 1 298 | - | 5 347 | 4 947 | 4 947 | 2 876 | 500 | 200 |
| Operational Buildings | - | 1 298 | - | 5 347 | 4 947 | 4 947 | 2 876 | 500 | 200 |
| Municipal Offices | - | 583 | - | 5 347 | 4 947 | 4 947 | 2 876 | 500 | 200 |
| Workshops | - | 715 | - | - | - | - | - | - | - |
| Computer Equipment | - | 1 168 | 749 | 500 | 1 000 | 1 000 | 500 | 500 | 500 |
| Computer Equipment | - | 1 168 | 749 | 500 | 1 000 | 1 000 | 500 | 500 | 500 |
| Furniture and Office Equipment | - | 340 | 362 | 400 | 400 | 400 | 400 | 400 | 400 |
| Furniture and Office Equipment | - | 340 | 362 | 400 | 400 | 400 | 400 | 400 | 400 |
| Machinery and Equipment | 86 | 2 100 | 3 138 | 400 | 300 | 300 | 500 | 500 | 500 |
| Machinery and Equipment | 86 | 2 100 | 3 138 | 400 | 300 | 300 | 500 | 500 | 500 |
| Transport Assets | - | 2 253 | - | - | - | - | - | - | - |
| Transport Assets | - | 2 253 | - | - | - | - | - | - | - |
| Total Capital Expenditure on new assets | 78 198 | 40 043 | 57 060 | 38 798 | 35 261 | 35 261 | 69 946 | 53 616 | 54 968 |

Table 51 MBRR SA34b - Capital expenditure on the renewal of existing assets by asset class

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Capital expenditure on renewal of existing assets by Asset Class/Sub-class | | | | | | | | | |
| Infrastructure | 25 266 | 37 997 | 42 135 | 33 550 | 33 987 | 33 987 | 4 783 | 16 192 | 21 758 |
| Roads Infrastructure | 24 824 | 37 997 | 42 135 | 33 550 | 33 987 | 33 987 | 3 043 | 14 117 | 19 497 |
| Roads | 24 824 | 37 997 | 42 135 | 33 550 | 33 987 | 33 987 | 3 043 | 14 117 | 19 497 |
| Road Structures | - | - | - | - | - | - | - | - | - |
| Road Furniture | - | - | - | - | - | - | - | - | - |
| Capital Spares | - | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | - | - | - | - | - | - | 1 739 | 2 075 | 2 261 |
| HV Substations | - | - | - | - | - | - | - | - | - |
| HV Switching Station | - | - | - | - | - | - | - | - | - |
| HV Transmission Conductors | - | - | - | - | - | - | 1 739 | 2 075 | 2 261 |
| MV Networks | - | - | - | - | - | - | - | - | - |
| Capital Spares | - | - | - | - | - | - | - | - | - |
| Solid Waste Infrastructure | 442 | - | - | - | - | - | - | - | - |
| Landfill Sites | 442 | - | - | - | - | - | - | - | - |
| Waste Transfer Stations | - | - | - | - | - | - | - | - | - |
| Waste Drop-off Points | - | - | - | - | - | - | - | - | - |
| Community Assets | 77 | 1 694 | - | 522 | 522 | 522 | - | - | - |
| Community Facilities | 77 | - | - | 522 | 522 | 522 | - | - | - |
| Cemeteries/Crematoria | 77 | - | - | 522 | 522 | 522 | - | - | - |
| Parks | - | - | - | - | - | - | - | - | - |
| Sport and Recreation Facilities | - | 1 694 | - | - | - | - | - | - | - |
| Outdoor Facilities | - | 1 694 | - | - | - | - | - | - | - |
| Other assets | 3 699 | 932 | 434 | - | - | - | - | - | - |
| Operational Buildings | 3 699 | 932 | 434 | - | - | - | - | - | - |
| Municipal Offices | 3 699 | - | 434 | - | - | - | - | - | - |
| Computer Equipment | 623 | - | - | - | - | - | - | - | - |
| Computer Equipment | 623 | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | 237 | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | 237 | - | - | - | - | - | - | - | - |
| Machinery and Equipment | 288 | - | - | - | - | - | - | - | - |
| Machinery and Equipment | 288 | - | - | - | - | - | - | - | - |
| Transport Assets | - | - | - | - | - | - | - | - | - |
| Transport Assets | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure on renewal of existing assets | 30 190 | 40 622 | 42 569 | 34 072 | 34 509 | 34 509 | 4 783 | 16 192 | 21 758 |
| Renewal of Existing Assets as % of total capex | 0.00% | 50.36% | 39.58% | 44.91% | 48.35% | 48.35% | 6.18% | 18.95% | 25.21% |
| Renewal of Existing Assets as % of deprecn" | 60.71% | 84.63% | 79.34% | 66.57% | 67.43% | 67.43% | 8.88% | 28.53% | 36.38% |

Table 52 MBRR SA34c - Repairs and maintenance expenditure by asset class

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | 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 |
| Repairs and maintenance expenditure | | | | | | | | | |
| Infrastructure | 3 998 | 4 633 | 5 694 | 10 400 | 6 704 | 6 704 | 6 756 | 7 121 | 7 506 |
| Roads Infrastructure | 1 788 | 946 | 1 266 | 4 000 | 2 000 | 2 000 | 2 000 | 2 108 | 2 222 |
| Roads | 1 788 | 946 | 1 266 | 4 000 | 2 000 | 2 000 | 2 000 | 2 108 | 2 222 |
| Road Structures | - | - | - | - | - | - | - | - | - |
| Road Furniture | - | - | - | - | - | - | - | - | - |
| Capital Spares | - | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | 1 001 | 1 802 | 1 891 | 3 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Power Plants | - | - | - | - | - | - | - | - | - |
| HV Substations | - | - | - | - | - | - | - | - | - |
| HV Switching Station | - | - | - | - | - | - | - | - | - |
| HV Transmission Conductors | - | - | - | - | - | - | 1 052 | 1 109 | 1 169 |
| MV Substations | - | - | - | - | - | - | - | - | - |
| MV Switching Stations | - | - | - | - | - | - | - | - | - |
| MV Networks | 1 001 | 1 802 | 1 891 | 3 000 | 1 000 | 1 000 | - | - | - |
| Solid Waste Infrastructure | 1 209 | 1 885 | 2 538 | 3 400 | 3 704 | 3 704 | 3 704 | 3 904 | 4 115 |
| Landfill Sites | 1 209 | 1 885 | 2 538 | 3 400 | 3 704 | 3 704 | 3 704 | 3 904 | 4 115 |
| Community Assets | - | - | - | - | - | - | - | - | - |
| Community Facilities | - | - | - | - | - | - | - | - | - |
| Libraries | - | - | - | - | - | - | - | - | - |
| Parks | - | - | - | - | - | - | - | - | - |
| Other assets | 1 154 | 1 432 | 929 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Operational Buildings | 1 154 | 1 432 | 929 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Municipal Offices | 1 154 | 1 432 | 929 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Intangible Assets | 9 | 82 | - | - | - | - | - | - | - |
| Servitudes | - | - | - | - | - | - | - | - | - |
| Licences and Rights | 9 | 82 | - | - | - | - | - | - | - |
| Solid Waste Licenses | - | - | - | - | - | - | - | - | - |
| Computer Software and Applications | 9 | 82 | - | - | - | - | - | - | - |
| Computer Equipment | - | - | - | - | - | - | - | - | - |
| Computer Equipment | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | - | - | - | - | - | - | - | - | - |
| Machinery and Equipment | 2 749 | 2 405 | 4 905 | 3 550 | 1 670 | 1 670 | 1 757 | 1 852 | 1 952 |
| Machinery and Equipment | 2 749 | 2 405 | 4 905 | 3 550 | 1 670 | 1 670 | 1 757 | 1 852 | 1 952 |
| Transport Assets | 1 427 | 1 800 | 777 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Transport Assets | 1 427 | 1 800 | 777 | 2 000 | 1 000 | 1 000 | 1 052 | 1 109 | 1 169 |
| Total Repairs and Maintenance Expenditure | 9 337 | 10 353 | 12 305 | 17 950 | 10 374 | 10 374 | 10 617 | 11 191 | 11 795 |
| R&M as a % of PPE | 1.1% | 1.1% | 1.3% | 1.8% | 1.0% | 1.0% | 1.1% | 1.1% | 1.1% |
| R&M as % Operating Expenditure | 2.5% | 2.1% | 2.4% | 3.8% | 2.3% | 2.3% | 3.6% | 2.3% | 2.3% |

Table 53 MBRR SA34d – Depreciation of Assets

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term | | |
|---------------------------------------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---------------------|------------------------|------------------------|
| | 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 |
| Depreciation | | | | | | | | | |
| Infrastructure | 43 432 | 34 968 | 43 138 | 34 653 | 34 653 | 34 653 | 36 455 | 38 424 | 40 498 |
| Roads Infrastructure | 21 648 | 34 480 | 3 039 | 25 147 | 25 147 | 25 147 | 26 454 | 27 883 | 29 389 |
| Roads | 21 648 | 34 480 | 3 039 | 25 147 | 25 147 | 25 147 | 26 454 | 27 883 | 29 389 |
| Road Structures | – | – | – | – | – | – | – | – | – |
| Road Furniture | – | – | – | – | – | – | – | – | – |
| Storm water Infrastructure | 6 247 | – | (767) | 3 712 | 3 712 | 3 712 | 3 905 | 4 115 | 4 338 |
| Drainage Collection | – | – | – | – | – | – | – | – | – |
| Storm water Conveyance | 6 247 | – | (767) | 3 712 | 3 712 | 3 712 | 3 905 | 4 115 | 4 338 |
| Attenuation | – | – | – | – | – | – | – | – | – |
| Electrical Infrastructure | 13 538 | – | 40 326 | 5 166 | 5 166 | 5 166 | 5 434 | 5 728 | 6 037 |
| Power Plants | – | – | – | – | – | – | – | – | – |
| HV Substations | – | – | – | – | – | – | – | – | – |
| HV Switching Station | – | – | – | – | – | – | – | – | – |
| HV Transmission Conductors | 13 538 | – | 40 326 | 5 166 | 5 166 | 5 166 | 5 434 | 5 728 | 6 037 |
| MV Substations | – | – | – | – | – | – | – | – | – |
| Solid Waste Infrastructure | 1 999 | 488 | 540 | 629 | 629 | 629 | 662 | 698 | 735 |
| Landfill Sites | 1 999 | 488 | 540 | 629 | 629 | 629 | 662 | 698 | 735 |
| Community Assets | 1 842 | 2 129 | 1 161 | 2 918 | 2 918 | 2 918 | 3 070 | 3 236 | 3 411 |
| Community Facilities | 1 842 | 2 129 | 1 161 | 2 918 | 2 918 | 2 918 | 3 070 | 3 236 | 3 411 |
| Libraries | – | – | – | – | – | – | – | – | – |
| Cemeteries/Crematoria | 1 842 | 2 129 | 1 161 | 2 918 | 2 918 | 2 918 | 3 070 | 3 236 | 3 411 |
| Parks | – | – | – | – | – | – | – | – | – |
| Other assets | 1 418 | 2 978 | 5 033 | 2 180 | 2 180 | 2 180 | 2 293 | 2 417 | 2 548 |
| Operational Buildings | 1 418 | 2 978 | 5 033 | 2 180 | 2 180 | 2 180 | 2 293 | 2 417 | 2 548 |
| Municipal Offices | 1 418 | 2 978 | 5 033 | 2 180 | 2 180 | 2 180 | 2 293 | 2 417 | 2 548 |
| Intangible Assets | – | 205 | – | 378 | 378 | 378 | 398 | 419 | 442 |
| Servitudes | – | – | – | – | – | – | – | – | – |
| Licences and Rights | – | 205 | – | 378 | 378 | 378 | 398 | 419 | 442 |
| Solid Waste Licenses | – | – | – | – | – | – | – | – | – |
| Computer Software and Applications | – | 205 | – | 378 | 378 | 378 | 398 | 419 | 442 |
| Computer Equipment | 16 | 953 | 526 | 1 518 | 1 518 | 1 518 | 1 597 | 1 683 | 1 774 |
| Computer Equipment | 16 | 953 | 526 | 1 518 | 1 518 | 1 518 | 1 597 | 1 683 | 1 774 |
| Furniture and Office Equipment | 20 | 1 518 | 685 | 3 817 | 3 817 | 3 817 | 4 015 | 4 232 | 4 460 |
| Furniture and Office Equipment | 20 | 1 518 | 685 | 3 817 | 3 817 | 3 817 | 4 015 | 4 232 | 4 460 |
| Machinery and Equipment | 1 800 | 1 323 | 1 394 | 2 175 | 2 175 | 2 175 | 2 288 | 2 412 | 2 542 |
| Machinery and Equipment | 1 800 | 1 323 | 1 394 | 2 175 | 2 175 | 2 175 | 2 288 | 2 412 | 2 542 |
| Transport Assets | 1 200 | 3 924 | 1 716 | 3 542 | 3 542 | 3 542 | 3 727 | 3 928 | 4 140 |
| Transport Assets | 1 200 | 3 924 | 1 716 | 3 542 | 3 542 | 3 542 | 3 727 | 3 928 | 4 140 |
| Total Depreciation | 49 728 | 47 998 | 53 654 | 51 181 | 51 181 | 51 181 | 53 842 | 56 749 | 59 814 |

Table 54 MBRR SA34e – Upgrading of Existing Assets

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------------------|------------------------|------------------------|
| | 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 |
| Capital expenditure on upgrading of existing assets | | | | | | | | | |
| Infrastructure | - | - | - | 3 000 | 1 600 | 1 600 | 2 696 | 15 655 | 9 565 |
| Roads Infrastructure | - | - | - | - | - | - | 2 000 | 13 916 | 5 217 |
| Roads | - | - | - | - | - | - | 2 000 | 13 916 | 5 217 |
| Road Structures | - | - | - | - | - | - | - | - | - |
| Road Furniture | - | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | - | - | - | - | - | - | 696 | 1 739 | 4 348 |
| HV Substations | - | - | - | - | - | - | - | - | - |
| MV Substations | - | - | - | - | - | - | - | - | - |
| HV Transmission Conductors | - | - | - | - | - | - | 696 | 1 739 | 4 348 |
| MV Networks | - | - | - | - | - | - | - | - | - |
| Solid Waste Infrastructure | - | - | - | 3 000 | 1 600 | 1 600 | - | - | - |
| Landfill Sites | - | - | - | 3 000 | 1 600 | 1 600 | - | - | - |
| Community Assets | - | - | 7 829 | - | - | - | - | - | - |
| Community Facilities | - | - | - | - | - | - | - | - | - |
| Halls | - | - | - | - | - | - | - | - | - |
| Centres | - | - | - | - | - | - | - | - | - |
| Sport and Recreation Facilities | - | - | 7 829 | - | - | - | - | - | - |
| Outdoor Facilities | - | - | 7 829 | - | - | - | - | - | - |
| Other assets | - | - | 105 | - | - | - | - | - | - |
| Operational Buildings | - | - | 105 | - | - | - | - | - | - |
| Workshops | - | - | 105 | - | - | - | - | - | - |
| Computer Equipment | - | - | - | - | - | - | - | - | - |
| Computer Equipment | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | - | - | - | - | - | - | - | - | - |
| Machinery and Equipment | - | - | - | - | - | - | - | - | - |
| Machinery and Equipment | - | - | - | - | - | - | - | - | - |
| Transport Assets | - | - | - | - | - | - | - | - | - |
| Transport Assets | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure on upgrading of existing assets | - | - | 7 934 | 3 000 | 1 600 | 1 600 | 2 696 | 15 655 | 9 565 |
| Upgrading of Existing Assets as % of total capex | 0.00% | 0.00% | 7.38% | 3.95% | 2.24% | 2.24% | 3.48% | 18.32% | 11.08% |
| Upgrading of Existing Assets as % of deprecn" | 0.00% | 0.00% | 14.79% | 5.86% | 3.13% | 3.13% | 5.01% | 27.59% | 15.99% |

Table 55 MBRR Table SA35–Future financial implication of the capital budget

| Vote Description | 2019/20 Medium Term | | | Forecasts | | | Present value |
|---|---------------------|------------------------|------------------------|------------------|------------------|------------------|---------------|
| | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | |
| Capital expenditure | | | | | | | |
| Vote 1 - Executive & Council | – | – | – | – | – | – | – |
| Vote 2 - Office of the Municipal Manager | – | – | – | – | – | – | – |
| Vote 3 - Budget & Treasury | – | – | – | – | – | – | – |
| Vote 4 - Corporate Services | 900 | 900 | 900 | – | – | – | – |
| Vote 5 - Community Services | – | – | – | – | – | – | – |
| Vote 6 - Technical Services | 76 525 | 84 564 | 85 391 | – | – | – | – |
| Vote 7 - Developmental Planning | – | – | – | – | – | – | – |
| Vote 8 - Executive Support | – | – | – | – | – | – | – |
| Total Capital Expenditure | 77 425 | 85 464 | 86 291 | – | – | – | – |
| Future operational costs by vote | | | | | | | |
| Vote 1 - Executive & Council | – | – | – | – | – | – | – |
| Vote 2 - Office of the Municipal Manager | – | – | – | – | – | – | – |
| Vote 3 - Budget & Treasury | – | – | – | – | – | – | – |
| Vote 4 - Corporate Services | – | – | – | – | – | – | – |
| Vote 5 - Community Services | – | – | – | – | – | – | – |
| Vote 6 - Technical Services | – | – | – | – | – | – | – |
| Vote 7 - Developmental Planning | 1 700 | 1 600 | – | – | – | – | – |
| Vote 8 - Executive Support | – | – | – | – | – | – | – |
| Total future operational costs | 1 700 | 1 600 | – | – | – | – | – |
| Future revenue by source | | | | | | | |
| Property rates | – | – | – | – | – | – | – |
| Service charges - electricity revenue | – | – | – | – | – | – | – |
| Service charges - water revenue | – | – | – | – | – | – | – |
| Service charges - sanitation revenue | – | – | – | – | – | – | – |
| Service charges - refuse revenue | – | – | – | – | – | – | – |
| Rental of facilities and equipment | – | – | – | – | – | – | – |
| List other revenues sources if applicable | – | – | – | – | – | – | – |
| List entity summary if applicable | – | – | – | – | – | – | – |
| Total future revenue | – | – | – | – | – | – | – |
| Net Financial Implications | 79 125 | 87 064 | 86 291 | – | – | – | – |

Supporting Table 20 MBRR Table SA36–Capital project list

| Function | Project Description | Type | Asset Class | Asset Sub-Class | Ward Location | 2019/20 Medium Term | | |
|--------------------|--|---------|----------------|---------------------------|---------------------------|---------------------|------------------------|------------------------|
| | | | | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Technical Services | Electrification Designs | New | Infrastructure | Electrical Infrastructure | Whole of the municipality | – | 870 | – |
| Technical Services | Electrification of Makaepa | New | Infrastructure | Electrical Infrastructure | 25 | 1 571 | – | – |
| Technical Services | Electrification of Ntswelemutse | New | Infrastructure | Electrical Infrastructure | 4 | 1 571 | – | – |
| Technical Services | Electrification of Masakaneng | New | Infrastructure | Electrical Infrastructure | 14 | 3 360 | – | – |
| Technical Services | Electrification of Tambo Village | New | Infrastructure | Electrical Infrastructure | 9 | 10 020 | – | – |
| Technical Services | Electrification of Uitspanning A | New | Infrastructure | Electrical Infrastructure | 8 | – | – | – |
| Technical Services | Electrification of Zuma Park | New | Infrastructure | Electrical Infrastructure | 7 | – | 870 | – |
| Technical Services | Electrification of Sephaku (Mahloakgomo) | New | Infrastructure | Electrical Infrastructure | 23 | – | 370 | – |
| Technical Services | Electrification of Sephaku New Belfast | New | Infrastructure | Electrical Infrastructure | 23 | – | 739 | – |
| Technical Services | Electrification of Ga Posa | New | Infrastructure | Electrical Infrastructure | 24 | – | 1 035 | – |
| Technical Services | Electrification of Thabakhubedu | New | Infrastructure | Electrical Infrastructure | 12 | – | 739 | – |
| Technical Services | Electrification of Vlakfontein | New | Infrastructure | Electrical Infrastructure | 23 | – | 5 913 | – |
| Technical Services | Electrification of Kwa-Pundulwane | New | Infrastructure | Electrical Infrastructure | 12 | – | 192 | – |
| Technical Services | Electrification of Moteti | New | Infrastructure | Electrical Infrastructure | 1 | – | 609 | – |
| Technical Services | Electrification of Moteti Liberty/Oorlog/Slovo/Lusaka | New | Infrastructure | Electrical Infrastructure | 1 | – | 2 838 | – |
| Technical Services | Electrification of Matlala Lehwelere | New | Infrastructure | Electrical Infrastructure | 14 | – | – | 3 043 |
| Technical Services | Electrification of Maleoskop | New | Infrastructure | Electrical Infrastructure | 12 | – | – | 2 870 |
| Technical Services | Electrification of Phooko | New | Infrastructure | Electrical Infrastructure | 9 | – | – | 4 201 |
| Technical Services | Electrification of Jabulane D2 | New | Infrastructure | Electrical Infrastructure | 9 | – | – | 563 |
| Technical Services | Electrification of Lenkwaneng section/ ZCC | New | Infrastructure | Electrical Infrastructure | 10 | – | – | 685 |
| Technical Services | Electrification of Ntwane | New | Infrastructure | Electrical Infrastructure | 10 | – | – | 380 |
| Technical Services | Mpheleng Road Construction | New | Infrastructure | Roads Infrastructure | 5 | – | – | 9 600 |
| Technical Services | JJ Zaaiplaas Road | New | Infrastructure | Roads Infrastructure | 15 | 6 700 | 5 822 | – |
| Technical Services | Kgoshi Rammupudu Road | New | Infrastructure | Roads Infrastructure | 26 | – | – | 7 850 |
| Technical Services | Upgrading of Bloompoort to Uitspanning Access Road (Design only) | Renewal | Infrastructure | Roads Infrastructure | 11 | 1 304 | 9 770 | 19 497 |
| Technical Services | Kgapamadi road | Renewal | Infrastructure | Roads Infrastructure | 21 | 19 840 | – | – |

Supporting Table 20 MBRR Table SA36–Capital project list (conti)

| Function | Project Description | Type | Asset Class | Asset Sub-Class | Ward Location | 2019/20 Medium Term | | |
|--------------------|---|---------|--------------------------------|--------------------------------|---------------------------|---------------------|------------------------|------------------------|
| | | | | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Technical Services | Tambo Road Construction | New | Infrastructure | Roads Infrastructure | 9 | 7 304 | 14 059 | – |
| Technical Services | Upgrading of Hlogotlou internal streets | Upgrade | Infrastructure | Roads Infrastructure | 20 | – | 3 478 | 2 193 |
| Technical Services | Upgrading of Nyakurone Anternal Access Road (Design only) | Upgrade | Infrastructure | Roads Infrastructure | 7 | – | 700 | 7 550 |
| Community Services | Groblersdal Landfill site | Upgrade | Community assets | Waste Management | 13 | 11 304 | – | – |
| Technical Services | Upgrading of Dipakapakeng Access Road | Upgrade | Infrastructure | Roads Infrastructure | 28 | 1 304 | 12 177 | – |
| Technical Services | Upgrading of Tafelkop stadium Access Road | Upgrade | Infrastructure | Roads Infrastructure | 27 | 696 | 1 739 | 11 715 |
| Technical Services | Upgrading of Mogaung Road | Upgrade | Infrastructure | Roads Infrastructure | 22 | – | 7 850 | 3 152 |
| Corporate Services | Furniture and Office Equipment | New | Furniture and Office Equipment | Furniture and Office Equipment | Whole of the municipality | 400 | 400 | 400 |
| Corporate Services | Computer Equipment | New | Computer Equipment | Computer Equipment | Whole of the municipality | 500 | 500 | 500 |
| Technical Services | Air Conditioner | New | Machinery and Equipment | Machinery and Equipment | Whole of the municipality | 400 | 500 | 200 |
| Technical Services | Machinery and Equipment(tools) | New | Machinery and Equipment | Machinery and Equipment | Whole of the municipality | 500 | 500 | 500 |
| Technical Services | Completion of 2 Highmast light in Ward 10 | Renewal | Infrastructure | Electrical Infrastructure | 10 | 522 | – | – |
| Technical Services | Groblersdal Roads and Streets | New | Infrastructure | Roads Infrastructure | 13 | 1 739 | 4 348 | – |
| Technical Services | Motetema Internal Streets | New | Infrastructure | Roads Infrastructure | 31 | 3 478 | 3 894 | 1 739 |
| Technical Services | Culverts, road signs | New | Infrastructure | Roads Infrastructure | Whole of the municipality | 1 739 | 2 075 | 2 261 |
| Technical Services | Instalation of high mast light in various villages | New | Infrastructure | Electrical Infrastructure | Whole of the municipality | – | 1 739 | 3 043 |
| Technical Services | Ramogwerane to Nkadimeng Road and Stormwater | New | Infrastructure | Roads Infrastructure | 29 | – | – | – |
| Technical Services | Upgrading of Groblersdal substation | Upgrade | Infrastructure | Electrical Infrastructure | 13 | 696 | 1 739 | 4 348 |
| Technical Services | Development of workshop | New | Other Assets | Operational building | Whole of the municipality | 2 476 | – | – |
| | | | | | | 77 425 | 85 464 | 86 291 |

Table 57 MBRR Table SA37 – Projects delayed from previous financial year

| Function | Project name | Asset Class | Asset Sub-Class | Previous target year to complete | Current Year 2018/19 | | 2019/20 Medium Term Revenue & | | |
|-------------|---|----------------------|---------------------------|----------------------------------|----------------------|--------------------|-------------------------------|------------------------|------------------------|
| | | | | | Original Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Electricity | Electrification of Masakaneng | Infrastructure | Electrical Infrastructure | 30-Jun-18 | 2,912 | 2,912 | 3,360 | - | - |
| Electricity | Electrification of Zenzele | Infrastructure | Electrical Infrastructure | 30-Jun-16 | - | - | - | - | - |
| Electricity | Installation of highmast light in ward 10 | Infrastructure | Electrical Infrastructure | 30-Jun-15 | - | - | 522 | - | - |
| Cemeteries | Fencing of elandsdoorin cemetery | Community Facilities | Yards | 30-Jun-15 | - | - | - | - | - |

Table 58 MBRR Table SA38 – Detailed operational projects

| Function | Program/Project description | Asset Class | Asset Sub-Class | Prior year outcomes | | 2019/20 Medium Term Revenue & | | |
|--|--|-------------------------------|-----------------|-------------------------|---|-------------------------------|------------------------|------------------------|
| | | | | 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 |
| Solid Waste Removal: Solid Waste Removal - 500 | Repairs and maintenance: Solid Waste Management | Solid Waste Infrastructure | Landfill Sites | 2,538 | 3,704 | 3,704 | 3,904 | 3,971 |
| Roads: Roads - 600 | Roads Maintenance of Roads | Roads Infrastructure | Roads | 1,266 | 2,000 | 2,000 | 2,108 | 1,922 |
| Fleet Management: Fleet Management - 602 | Fleet Maintenance of Vehicles | Transport Assets | Unspecified | 777 | 1,000 | 1,052 | 1,109 | 1,169 |
| Electricity: Electricity - 601 | Electricity Maintenance or Electrical Network | Electrical Infrastructure | HV Transmission | 1,891 | 1,000 | 1,052 | 1,109 | 1,169 |
| Roads: Roads - 600 | Repairs and maintenance: Machinery and Equipment | Machinery and Equipment | Unspecified | 4,321 | 1,670 | 1,052 | 1,109 | 1,169 |
| Solid Waste Removal: Solid Waste Removal - 500 | Maintenance and Repairs Machinery and Equipment | Machinery and Equipment | Unspecified | 242 | - | 337 | 355 | 374 |
| Community Parks (including Nurseries): Parks - 502 | Parks Maintenance and repair Equipment | Machinery and Equipment | Unspecified | 200 | - | 210 | 222 | 234 |
| Property Services: Property Services - 402 | Property Services - Maintenance and Repair - Machinery and E | Machinery and Equipment | Unspecified | 142 | - | 158 | 166 | 175 |
| Information Technology: Information Technology - 401 | ICT Website Maintenance | Information and Communication | Unspecified | - | - | 74 | 78 | 82 |

2.12 Legislation compliance status

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

1. In year reporting
Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved and includes monthly published financial performance on the City's website.
2. Internship programme
The Municipality is participating in the Municipal Financial Management Internship programme and has just appointed five interns on a permanent position at Accountant level. Subsequent to that, three interns have been appointed from 03rd March 2018 to undergo training in various divisions of the Financial Services Department the municipality is in a process of advertising for 5 additional interns.
3. Budget and Treasury Office
The Budget and Treasury Office has been established in accordance with the MFMA.
4. Audit Committee
An Audit Committee has been established and/or outsourced and it is fully functional.
5. Annual Report
Annual report is compiled in terms of the MFMA and National Treasury requirements.

2.13 Compliance with MFMA Circular 71

2.13.1 Financial Position

Asset Management

- Capital expenditure to Total Expenditure – 13, 61%
The ratio is within the norm range of between 10% and 20%
- Repairs and maintenance – 1%
The ratio is way below the norm of 8% and this is attributed to budget constraint since the municipality need approximately R90 million for it to achieve the required norm of 8% and this figure is even more than the total capital budget of the municipality.

Debtors' management

- Collection rate – 82, 6%

The ratio is lower than the norm of 95% and this is due to low collection rate on refuse removal and non-payment of property rates in some townships and last low collection rate on traffic fines as this is the second largest source of revenue of the municipality.

- Net debtors days – 184 days
The ratio is way more than the norm of 30 days and this is also attributed to collection rate that is lower than the norm

Liquidity Management

- Cash/ cost coverage ratio – 0.8
The ratio is less than 1 month and this portrays a negative picture about the liquidity position of the municipality
- Current ratio – 2:1
The ratio is within the norm of 1.5 to 2:1

Liability Management

- Capital cost (Interest paid and redemption) as a % of Total Operating Expenditure – 2,5%
The ratio is within the norm of 6 to 8 percent
- Borrowing to total revenue – 5,5%
The ratio is also below the norm of 23% to 45%

2.13.2 Financial Performance

Efficiency

- Net operating surplus margin – 1,5%
The budget shows that the municipality will be able to recover operational cost and generate surplus that will assist in funding capital budget.
- Net surplus/deficit electricity – 16%
The ratio is slightly above the norm range of between 0% and 15%, however it should be noted that the total revenue budget is inclusive of capital transfers and other operational grants.
- Net surplus/deficit refuse – (8%)
The ratio is way below the norm range of between 0% and 15% and as a result, the refuse removal service appears not to be rendered in a sustainable manner. The challenge is attributed to contracted services relating to refuse collection and the maintenance of landfill site that do not match the revenue the municipality is generating.

Revenue management

- Revenue growth – 10,18%
The ratio is more than CPI of 5, 3% and this is attributed to increased transfers and grants allocations.
- Revenue growth excluding capital transfers – 9,5%
The ratio is more than CPI of 5, 3%

Expenditure management

- Creditors payment period (trade creditors) – 30 days
The ratio is projected to be within the norm of 30 days and for the municipality to achieve the target, adequate cash flow position must be maintained and this should be accompanied by improved revenue collection rate.
- Remuneration (employee related cost and councillors remuneration) – 35,98%
The ratio is within the norm range of between 25% and 40%
- Contracted services to total operating expenditure – 12%
The ratio is more than the norm range of between 2%and 5% and this is indicative of the fact that the municipality is still relying on consultants and outsourcing of certain services.

Expenditure management

- Own funded capital expenditure to total capital expenditure – 17%

No norm is proposed however it can be concluded that funding mix of capital expenditure is currently undertaken.
- Own source of revenue to total operating revenue – 3%
No norm is proposed however, the own revenue appear to be significantly increasing and the increase is mainly attributed to traffic fines revenue.

Municipal Manager's quality certificate

Quality certificate

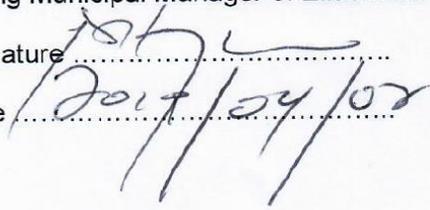
I, KGWALE MAHLAGAUME MESHACK, the Acting Municipal Manager of **ELIAS MOTSOLEDI LOCAL MUNICIPALITY**, hereby certify that the 2019/20 annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with integrated Development Plan of the Municipality.

Print name: Kgwale Mahlagaume Meshack

Acting Municipal Manager of Elias Motsoaledi Local Municipality (LIM 472)

Signature

Date

Handwritten signature of Kgwale Mahlagaume Meshack and the date 2019/24/02.

ELIAS MOTSOLEDI LOCAL MUNICIPALITY



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EXECUTIVE SUPPORT

M18/19-39

CERTIFIED EXTRACT OF A RESOLUTION BY THE MUNICIPAL COUNCIL IN AN ORDINARY COUNCIL MEETING HELD 27 MARCH 2019 IN THE COUNCIL CHAMBER, MUNICIPAL OFFICES GROBLERSDAL.

M18/19-39 2019/20-2021/22 DRAFT ANNUAL BUDGET

RESOLVED:-

1. That, Council resolves that the draft budget of Elias Motsoaledi Local Municipality for the financial year 2019/20, with three year audited actuals and the two projected outer years 2020/21 and 2021/22 be approved for public participation in the following schedules attached to this report as **Annexure A**.
 - 1.1 Budgeted summary on table A1;
 - 1.2 Budgeted financial performance (revenue and expenditure by classification reflected on table A2;
 - 1.3 Budgeted financial performance (revenue and expenditure by municipal vote reflected on table A3;
 - 1.4 Budgeted financial performance (revenue source and expenditure by type reflected on table A4;
 - 1.5 Budgeted capital budget by vote, standard classification and funding as reflected on table A5;
 - 1.6 Budgeted financial position as reflected on table A6;
 - 1.7 Measurable performance objective for revenue source as per Cash flow Table A7;
 - 1.8 Cash back reserve/ accumulated surplus reconciliation on A8;
 - 1.9 Asset management as reflected on table A9; and
 - 1.10 The basic service delivery measurement on table A10;
2. That, budget related policies are noted.
3. That, tariff structure for 2019/20 and the two outer years be approved for public participation.


M.M KGWARE

ACTING MUNICIPAL MANAGER