Table 18 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	R	ef 2011/12 Audited	2012/1:	2010/1-			ear 2014/15		1	6 Medium Tern openditure Fra	
R thousand	[1		Audite		i Origin	al Adju	sted Ful	l Year	Budget Ye		r Budget Ye
Revenue - Standard		Outcome	Outcom	e Outcom	e Budg	et Bud	lget For	ecast	2015/16	+1 2016/17	1
Governance and administration		400.40							2010/10	71 2010/1/	+2 2017/1
Executive and council	İ	109 15	_	,,,,		175 2:	34 489	234 489	210 11	9 222 49	
Budget and treasury office		10	1	85 11 3	12	130	130	130		222 43	242 2
Corporate services		108 73		1 .00 2.	24 228	745 23	4 059	34 059	209 81	9 222 199	
Community and public safety		318	1	1	13	300	300	300	30		
Community and social services		5 285			12 16	310 1	7 341	17 341	18 16		,
Sport and recreation		996	٧.	26 52	0 12:	92 1		12 278	12 815		
Public safety		741	, ,,	08 64	1 8	64	991	991			1
Housing		3 547	3 60	02 5 85	1 31	54	1 072	4 072	675	1	,
Health		-	-	- -	1	-		4 0/2	4 550	1	5 07
1		-	-	- -		_		-	120	100	150
Economic and environmental services		1 814	1 95	0 5 45	48	12 7	949	7040	-	-	-
Planning and development	-	1 814	1 95	1	, , ,		1	7 949	1 880	105	111
Road transport		-	-		1 70	" '	949	7 949	1 880	105	111
Environmental protection		-	_			.	-	-	-	-	-
Trading services		70 488	81 118	114 143	125 16			-	~	-	_
Electricity		59 909	74 707]		. 1	- 1	574	135 089	135 301	146 550
Water		-	-	103 333	125 16	3 119	574 119	574	135 089	135 301	146 550
Waste water management	11	_	_	_	-		-	-	-	_	-
Waste management		10 579	6 411	10.000	-		-	-	~	-	-
Other	4	- 1	0 411	10 609	-		-	-	-	_	_
otal Revenue - Standard	2	186 745	220 513	294 454	375 46		-	-	-	-	_
xpenditure - Standard	11			207 707	3/3 48	379 3	379	353	365 249	376 953	408 943
Governance and administration		59 886	420 000				1		T		
Executive and council		21 932	130 630	124 480	119 018		71 121	771	136 183	150 171	165 842
Budget and treasury office			23 610	37 425	29 084	28 9	34 28	934	30 430	31 760	33 653
Corporate services		26 706	90 322	63 044	59 920	58 2	58 58	258	58 880	68 261	
Community and public safety		11 249	16 697	24 011	30 014	34 5	79 34	579	46 873	50 151	78 631
Community and social services		13 360	12 460	16 479	36 105	36 4	73 36	173	44 621	48 196	53 557
Sport and recreation		5 653	3 769	3 469	18 098	17 71	1		20 082	25 124	50 438
Public safety		2 351	1 888	5 027	6 976	7 85		1	8 892	1	26 078
Housing		5 356	6 803	7 983	11 030	10 90	1		13 234	9 403	9 948
Health		-	-	-	-	_		_	2 413	10 390	10 770
Economic and environmental services		-	-	-	-	-		_	2413	3 279	3 643
Planning and development		10 215	15 717	19 855	25 456	33 31:	3 33 3	13	24 811	20.000	-
Road transport		10 215	15 717	19 855	25 456	33 31:		- 1	24 811	26 608	30 874
Environmental protection		-	-	-	_	_			24 011	26 608	30 874
Trading services		-	-	-	_	_	'		-	-	-
Electricity		68 204	94 886	88 674	77 301	72 693	72 69	2	94 204	-	-
Water		60 252	82 176	76 147	77 301	72 693	,	1	84 364	91 631	99 927
		-	-	_	_	12 030	12 09	٥	84 364	91 631	99 927
Waste water management		-	-	-	_	_			-	-	-
Waste management		7 952	12 710	12 528	_		THE PERSON NAMED IN		errore Transcon	Service and Service Chicken	HORSE STREET
	4	-	-	-	_	- 20	MATA	TELE	ELOCAL	MUNICIF	'AI ITY
Expenditure - Standard	3	151 666	253 693	249 489	257 881	264 250	264 250		-	-	-
plus/(Deficit) for the year		35 079	(33 180)		001	404 430	1 204 250	11 '	289 979	316 607	347 081

BUDGET & TREASURY

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

- Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms if 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.
- Note that as a general principle the revenues for the Trading Services should exceed their expenditures.

Table 7 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2011/12	2012/13	2013/14	Cu	rrent Year 201	4/15	1	ledium Term I Inditure Frame	
R thousand Revenue by Vote		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year	Budget Ye
Vote 1 - Executive & Council Vote 2 - Budget & Finance Vote 3 - Corporate Vote 4 - Development & Planning Vote 5 - Community Vote 6 - Infrastructure Total Revenue by Vote	2	474 108 733 318 1 447 15 864 59 909	477 131 762 661 1 558 11 347 74 707 220 513	11 586 156 224 313 5 176 17 622 103 533 294 454	280 228 745 300 4 662 16 310 125 163 375 461	444 234 059 300 7 634 17 341 119 574 379 353	444 234 059 300 7 634 17 341 119 574	209 819 300 100 19 820 135 209	+1 2016/17 	241 92 30 11 19 909 146 700
Expenditure by Vote to be appropriated Vote 1 - Executive & Council Vote 2 - Budget & Finance Vote 3 - Corporate Vote 4 - Development & Planning Vote 5 - Commity Vote 6 - Infrastructure otal Expenditure by Vote	1 2	26 366 26 706 11 249 5 781 21 312 60 252 151 666	29 224 90 322 16 697 10 104 25 170 82 176 253 693	43 909 63 044 24 011 13 370 29 007 76 147	35 472 59 920 30 014 19 069 36 105 77 301 257 881	36 127 58 258 34 579 26 120 36 473 72 693 264 250	379 353 36 127 58 258 34 579 26 120 36 473 72 693	365 249 36 338 58 880 46 873 13 576 47 535 86 777	40 050 68 261 50 151 14 542 48 694 94 910	44 609 78 631 53 557 15 904 50 809 103 570
rplus/(Deficit) for the year	2	35 079	(33 180)	44 965	117 580	115 103	264 250 115 103	289 979 75 270	316 607 60 346	347 081 61 862

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 organisational structure of the Municipality. This means it is possible to present the operating surplus or deficit of a vote.

MATATIELE LOCAL MUNICIPALITY
2015 - 16- 17

BUDGET & TREASURY

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Table 20 Surplus/Deficit calculations for the trading services

	2011/12	2012/13	2013/14		Current Ye	ear 2014/15			edium Term F	
Description	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit		enditure Frame	
Electricity	Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Total revenue	32 489	33 912	35 753	44.500						-2.2011/10
Operating expenditure	26 535	32 278	30 930	41 500	41 500	41 500	41 500	46 895	49 240	51 702
Surplus/(Deficit) for the			30 930	32 613	30 829	30 829	30 829	40 386	42 820	45 287
year	5 954	1 634	4 822	8 887	10 671	10.074			,	,
Percentage Surplus	18.33%	4.82%	13.49%	21.42%	25.71%	10 671	10 671	6 509	6 420	6 415
				-1.4270	25.71%	25.71%	25.71%	13.88%	13.04%	12.41%

- The table highlights that this is the case for Electricity and Waste removal functions. As already noted above, the municipality will be undertaking a detailed study of this function to explore ways of improving efficiencies and provide a basis for re-evaluating the function's tariff structure.
- Other functions that show a deficit between revenue and expenditure are being financed from rates revenues and other revenue.



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Table 21MBRRTable A4 - Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2011/12	2012/13	2013/14		Current 1	Year 2014/15		1	Medium Term I enditure Frami	
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit	Budget Year	Budget Year	Budget Y
Revenue By Source			l	 		Dauget	FUIECASE	outcome	2015/16	+1 2016/17	+2 2017/
Property rates	2	13 235	15 501	22 600	30 729	32 729	22 720	00.700			
Property rates - penalties & collection charges	;	-	_		_	32 123	1	32 729	34 365	30 729	32 2
Service charges - electricity revenue	2	32 489	33 912	35 753	41 500	44 500	-	-	-	-	
Service charges - water revenue	2	-	_	00100	i	41 500	41 500	41 500	46 895	49 240	51 7
Service charges - sanitation revenue	2		_	_	-	-	-	-	-	-	
Service charges - refuse revenue	2	5 773	6 411	l		-	-	-	-	-	
Service charges - other	-	_	0411	6 609	7 190	7 190	7 190	7 190	7 550	7 927	8.3
Rental of facilities and equipment		ļ	-	-	-	-	-	-	-	-	
interest earned - external investments		483	534	566	561	561	561	561	729	734	7
Interest earned - outstanding debtors		5 257	5 572	5 414	4 200	4 200	4 200	4 200	3 500	4 200	4 2
Dividends received		1 669	2 289	2 464	1 943	3 943	3 943	3 943	4 081	4 285	4.5
Fines		-	-	-	-	-	_	-	-	- 1205	43
		1 651	1 509	3 672	1 283	2 201	2 201	2 201	2 601	2 752	2 0
Licences and permits		1 897	2 094	2 189	1 872	1 872	1 872	1 872	1 950	2 063	2 90
Agency services		-	-	-	_	_	_		1 330	2 003	2 17
Transfers recognised - operational		100 717	120 143	139 932	154 135	157 385	157 385	157 385	. L		
Other revenue	2	794	5 296	16 038	54 949	56 263	56 263	56 263	183 173	197 637	216 79
Gains on disposal of PPE		(2 214)	(5 064)	537	39	39	39	- 1	1 319	1 361	1 47
otal Revenue (excluding capital transfers	77	161 750	188 196	235 775	298 402	307 883	307 883	39	3 824	4 015	4 21
nd contributions)		1	l		200 402	301 003	307 863	307 883	289 987	304 943	329 31
xpenditure By Type											
Employ ee related costs	2	46 429	57 395	69 115	89 429	04.507	21.22				
Remuneration of councillors		13 276	13 900	14 807	17 177	84 507 17 177	84 507	84 507	96 711	104 599	112 07
Debt impairment	3	2 610	63 893	27 795	3 949	3 949	17 177	17 177	15 891	16 685	17 520
Depreciation & asset impairment	2	15 905	17 084	19 062	14 066	14 066	3 949 14 066	3 949	12 610	19 650	24 952
Finance charges		563	4 275	2	-	17 000	14 000	14 066	20 879	24 490	28 86
Bulk purchases	2	21 898	24 556	26 147	28 000	28 000	28 000	28 000	24.000	-	-
Other materials	8	9 450	10 293	10 751	11 315	11 424	11 424	11 424	34 000 10 466	35 972	37 950
Contracted services		9 363	12 329	13 389	15 987	15 687	15 687	15 687	19 956	11 286	11 989
Transfers and grants Other expenditure		6 734	23 663	32 778	27 144	31 470	31 470	31 470	20 333	21 037 19 870	22 144
Loss on disposal of PPE	4, 5	23 704	26 305	35 643	50 814	57 971	57 971	57 971	59 134	63 017	22 835
tal Expenditure		-	-	-	-	-	-	-	-	03 017	68 749
·		149 931	253 693	249 489	257 881	264 250	264 250	264 250	289 979	316 607	347 081
rplus/(Deficit)		11 819	(65 497)	(13 714)	40 521	43 633	43 633	43 633			
Transfers recognised - capital		24 994	32 317	58 679	77 059	71 470	71 470	71 470	75 262 F	(11 564)	(17 767
Contributions recognised - capital Contributed assets	6	-	-	-	-	-	- "-	- 1410	13 202	92 010	89 290
	_				1			-	-	-	-
rplus/(Deficit) after capital transfers &		36 813	(33 180)	44 965	117 580	115 103	115 103	115 103	75 270	80 346	74 500
ntributions									13210	OU 340	71 522
Tax ation rplus/(Deficit) after taxation											
Attributable to minorities		36 813	(33 180)	44 965	117 580	115 103	115 103	115 103	75 270	80 346	74 505
	_								13210	OU 340	71 522
plus/(Deficit) attributable to municipality		36 813	(33 180)	44 965	117 580	115 103	115 103	115 103	75 270	90.246	7/ ***
Share of surplus/ (deficit) of associate	7		1					110 100	13 210	80 346	71 522
plus/(Deficit) for the year		36 813	(33 180)	44 965	117 580	115 103	115 103			- 1	

MATATIELE LOCAL MUNICIPALITY

2015 -05- 17

BUDGET & TREASURY

4

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

- Total revenue is R365, 2 million (including capital and escalates to R408, 9million by 2017/18.
- Revenue to be generated from property rates is R34 million in the 2015/16 financial year and decreases to R30 million by 2016/17 which represents 9 per cent of the operating revenue base of the Municipality and therefore remains a significant funding source for the municipality.
- 3. Services charges relating to electricity and refuse removal constitutes the biggest component of the revenue basket of the Municipality totalling R54,million for the 2015/16 financial year and increasing to R57million by 2016/17. For the 2015/16 financial year services charges amount to 15 per cent of the total revenue base. This growth can mainly be attributed to the increase in the bulk prices of electricity.
- 4. Transfers recognised operating includes the local government equitable share and other operating grants from national and provincial government. The percentage share of this revenue source increases each year as per the allocations on the DORA.
- 5. Bulk purchases have significantly increased over the 2011/12 to 2015/16 period escalating from R21 million to R34 million. These increases can be attributed to the substantial increase in the cost of bulk electricity from Eskom.
- 6. 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 8 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Vote Description	Ref	2011/12	2012/13	2013/14		Current '	Year 2014/15		1	Medium Term I	
R thousand	1	Audited	Audited	Audited	Original	Adjusted	Full Year	Dec au dit		enditure Fram	
	'	Outcome	Outcome	Outcome	Budget	Budget	Forecast	Pre-audit outcome	Budget Year	1	1 -
Capital expenditure - Vote	1				1 30.	Duager	TOTECASE	outcome	2015/16	+1 2016/17	+2 2017/18
Multi-year expenditure to be appropriated	2					-					
Vote 1 - Executive & Council	1	-	_	_	_						
Vote 2 - Budget & Finance		-	_	_	_	_		-	-	-	-
Vote 3 - Corporate		-	_	_	1 595	1 995	1	1.000		-	-
Vote 4 - Dev elopment & Planning		_	_	_	400	400	1	1 995	1 476	150	165
Vote 5 - Community		-	-	_	800	800	1	400 800	650	400	440
Vote 6 - Infrastructure		1 194	40 874	-	37 796	38 938		38 938	1 500 90 793	1 000	1 100
Capital multi-year expenditure sub-total	7	1 194	40 874		40 591	42 133	42 133	42 133		88 858	70 878
Single-year expenditure to be appropriated	2					12 100	72 100	42 133	94 419	90 408	72 583
Vote 1 - Executive & Council	-	6	23	5 538	2004						
Vote 2 - Budget & Finance		527	11 900	4 603	221	221	221	221	315	275	303
Vote 3 - Corporate		36	638	214	7 156	2 344	2 344	2 344	2 300	300	25 723
Vote 4 - Dev elopment & Planning		498	786	2 794	528 515	528	528	528	522	422	464
Vote 5 - Community		4 304	2 178	12 639	6 543	515	515	515	700	-	-
Vote 6 - Infrastructure		29 933	4 336	64 648	92 024	6 553 74 272	6 553	6 553	5 895	2 012	2 223
Capital single-year expenditure sub-total		35 304	19 861	90 436	106 986	84 433	74 272 84 433	74 272 84 433	39 455	7 155	10 560
Total Capital Expenditure - Vote	П	36 498	60 735	90 436	147 577	126 566	126 566	126 566	49 187	10 164	39 272
Capital Expenditure - Standard	T		-			120 000	120 300	120 300	143 606	100 572	111 855
Governance and administration		569	12 561	10.247	0.470					1	
Executive and council		6	23	10 347	9 472	5 070	5 070	5 070	4 583	907	26 391
Budget and treasury office		527	11 900	5 529	193	203	203	203	285	35	39
Corporate services		36	638	4 603 214	7 156	2 344	2 344	2 344	2 300	300	25 723
Community and public safety		4 304	2 178	12 610	- 2 123	2 523	2 523	2 523	1 998	572	629
Community and social services		4 304	2 178	610	7 343 2 533	7 353	7 353	7 353	41 078	18 132	8 455
Sport and recreation		- 1	- 1	9 717	2 330	2 533	2 533	2 533	3 195	900	990
Public safety		_	-	2 283	2 480	1 930	1 930	1 930	12	12	13
Housing		_ [_	-	2 400	2 890	2 890	2 890	4 188	2 100	2 320
Health		_	-	_	_	- [- [-	33 683	15 120	5 132
Economic and environmental services		498	786	2 803	943	933		-	-	-	-
Planning and development	-	498	786	2 803	943	933	933	933	1 380	640	704
Road transport		-	-	-	540	333 [, 900	933	1 380	640	704
Environmental protection		-	-	_	_	_ [, -	-	-	-	-
Trading services		31 127	45 210	64 677	129 820	113 210	113 210	113 210	00 505	-	
Electricity	7	31 127	45 210	64 648	129 820	113 210	113 210	113 210	96 565 96 565	80 893	76 305
Water	1	-	-	-	-	_		110 210	50 303	80 893	76 305
Waste water management		-	-	-	-	_	· _ -	_		-	-
Waste management		-	-	29	-	_	_ -	_	_	-	-
Other		-	-	-	-	-		-	_	-	
otal Capital Expenditure - Standard	3	36 498	60 735	90 436	147 577	126 566	126 566	126 566	143 606	100 572	111 855
inded by:										100 0/2	111 000
National Government	İ	25 932	33 118	58 679	77 059	71 470	71 470	71 470	75 000	22.212	
Provincial Government			-		555	11770	11410	71 470	75 262	92 010	89 290
District Municipality							1				
Other transfers and grants					l						
Transfers recognised - capital	4	25 932	33 118	58 679	77 059	71 470	71 470	71 470	75 262	03.848	
Public contributions & donations	5		ļ					11410	19 202	92 010	89 290
Borrowing	6			344					18 157		
Internally generated funds		10 000	77 647 8	E	more resident		1	1	10 101	1	1
tal Capital Funding		10 565	27 617	31 757 A	70.518	55 096	55.096	55 096	50 188	8 562	22 565

2015 -06- 17



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

- 1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
- 2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations..
- 3. 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.
- 4. The capital programme is funded from capital and provincial grants and transfers, public contributions and donations and internally generated funds from current year surpluses. These funding sources are further discussed in detail in 2.6 (Overview of Budget Funding).



46|Page

150

Table 23 MBRR Table A6 -Budgeted Financial Position Explanatory notes to Table A6 - Budgeted Financial Position

Description	Ref	2011/12	2012/13	2013/14		Current '	Year 2014/15		1	Medium Term enditure Fram	
R thousand	İ	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Yea	Budget Year	Budget Ye
ASSETS		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2015/16	+1 2016/17	+2 2017/18
Current assets						1		 	 	1	122017710
Cash				İ					1		
		1 981	4 623	3 256	42 464	42 464	42 464	42 464	2 827	29 028	32.71
Call investment deposits Consumer debtors	1	100 519	72 612	54 310	93 719	93 719	93 719	93 719			1
Other debtors	1	2 879	4 877	2 699	10 971	10 971	10 971	10 971	1	(11 /	5 18
		14 435	22 784	21 554	10 145	10 145	10 145	10 145			1
Current portion of long-term receivables		-	-	-	-	_	-	-	10012	1 11000	1100
Inventory	2	599	545	547	545	545	545	545	580	626	66
Total current assets		120 413	105 442	82 366	157 844	157 844	157 844	157 844	1 000	43 426	48 04
Non current assets									1 01 000	73 420	40 04
Long-term receivables		_	_	_		_		L			
Investments		6 085	6 989		_	-	_	_	-	-	-
Investment property		9 758	9 898	21 891	9 898	0.000	- 0.000			-	-
Investment in Associate	-	-	-	2,001	3 030	9 898	9 898	9 898	9 843	9 843	9 843
Property, plant and equipment	3	382 349	421 234	520 247	559 453	-			-	-	-
Agricultural		_	72.1 207	J20 247	- 1	559 453	559 453	559 453	830 542	877 487	937 089
Biological		1	_	_	-	_		_	-	r -	_
Intangible	1 1	430	523	951		-		_	-	-	-
Other non-current assets		-	J23	501	523	523	523	523	2 215	1 538	1 383
otal non current assets	-+-+	398 622	438 643	543 089	569 874	-		_	_	-	-
OTAL ASSETS	++	519 035	544 085	625 455	727 718	569 874 727 718	569 874	569 874	1	888 868	948 314
IABILITIES	++			023 433	121 / 10	121 /18	727 718	727 718	880 136	932 294	996 359
Current liabilities	-	j		1	ĺ						
Bank overdraft											
Borrowing	[1]	-	-	-	-	-	-		_	_	_
Consumer deposits	4	-	-	-	-	-	_	_	_	_	_
Trade and other pay ables	1.1	242	240	238	240	240	240	240	331	347	364
Provisions	4	39 852	30 097	28 187	21 082	21 082	21 082	21 082	27 287	29 000	31 103
otal current liabilities		1 088	537	837	1 430	1 430	1 430	1 430	522	565	605
	$-\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!\!$	41 182	30 874	29 262	22 752	22 752	22 752	22 752	28 140	29 912	32 073
on current liabilities			[· · · · · · · · · · · · · · · · · · ·				
Borrowing		-	-	-	30 000	30 000	30 000	30 000	40.000		
Provisions		12 582	17 809	19 762	19 520	19 520	19 520	19 520	10 282	831	-
otal non current liabilities	\top	12 582	17 809	19 762	49 520	49 520	49 520	49 520	10 643	11 511	12 334
OTAL LIABILITIES	\top	53 764	48 683	49 024	72 272	72 272	72 272	72 272	20 926 49 066	12 342	12 334
ET ASSETS	5	465 271	495 402	576 430	655 447	655 447	655 447	655 447		42 255	44 407
OMMUNITY WEALTH/EQUITY	$\top \top$					000 771	000 447	000 44/	831 071	890 039	951 953
Accumulated Surplus/(Defcit)		60 159	200 000	201 AA. L	505		_		-		
Reserves	4	405 111	308 088	261 831	592 846	592 846	592 846	592 846	725 737	778 385	833 600
Minorities' interests	"	400 111	187 314	314 600	62 601	62 601	62 601	62 601	105 334	111 654	118 353
TAL COMMUNITY WEALTH/EQUITY	+_+	405.001						-	NE ELECTRONICE EN		
THE COMMONTH WEALTH/EUDITY	5	465 271	495 402	576 430	655 447	655 447	655 447	655 447	831/074	890 039	951 953

2015 -05- 17

1. Table A6 is consistent with international standards of good financial management practice, and improves understand ability for councillors 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

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"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. Table 66 is supported by an extensive table of notes (SA3 which can be found on page 104) providing a detailed analysis of the major components of a number of items, including:
 - Call investments deposits:
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables:
 - Provisions non-current;
 - Changes in net assets; and
 - Reserves
- 4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
- 5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.



Table 24MBRRTable A7 - Budgeted Cash Flow Statement

	Ref	2011/12 Audited	2012/13	2013/14			ear 2014/15		i	ledium Term I enditure Framo	
R thousand			Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Budget Year	Budget Yea
CASH FLOW FROM OPERATING ACTIVITIES	_	Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2015/16	+1 2016/17	+2 2017/18
Receipts											
Property rates, penalties & collection charges	,	. 40.000									
Service charges		13 235	15 501	22 600	30 729	32 729	32 729	32 729	25 087	22 432	23 554
Other revenue		38 262	32 601	28 468	48 690	48 690	48 690	48 690	39 745	41 732	43 819
Gov ernment - operating	1	15 521	12 120	9 904	60 648	58 648	58 648	58 648	6 568	6 878	7 283
Government - capital	1	125 711	120 143	139 932	166 683	166 683	166 683	166 683	183 173	195 163	214 147
Interest	1	6 927	24 765	50 965	64 511	64 511	64 511	64 511	75 262	74 484	82 242
Dividends		0 921	7 861	7 878			ĺ		7 581	8 485	8 700
Payments	1								-	-	_
Suppliers and employees	-	(420,407)	454.055)					İ			
Finance charges		(132 407)	(151 255)	1	(211 993)	(207 667)	(207 667)	(207 667)	(236 157)	(252 597)	(270 429)
Transfers and Grants		(564)	(7)	(2)	- P	· -	' - P	-	-	-	` '
NET CASH FROM/(USED) OPERATING ACTIVITIE	-	- 60.604	(23 663)	(32 778)	(27 144)	(31 470)	(31 470)	(31 470)	(6 333)	(4 870)	(6 835)
	3	66 684	38 066	62 471	132 125	132 125	132 125	132 125	94 926	91 708	102 479
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts					1	I	ŀ	ĺ			ļ
Proceeds on disposal of PPE	-		1 307	40	350	350	350	350	3 824	4 015	4.045
Decrease (Increase) in non-current debtors			25 798	(19 713)				000	0 024	4015	4 215
Decrease (increase) other non-current receivables						1		1	_]	- 1	-
Decrease (increase) in non-current investments			ļ						_ [-	-
Payments				1				1	- 1	-	-
Capital assets	ļ	(37 286)	(90 436)	(62 467)	(147 577)	(147 577)	(147 577)	(147 577)	(143 606)	(80 572)	(400 405)
IET CASH FROM/(USED) INVESTING ACTIVITIES	\perp	(37 286)	(63 331)	(82 140)	(147 227)	(147 227)	(147 227)	(147 227)	(139 783)	(76 557)	(102 195) (97 980)
ASH FLOWS FROM FINANCING ACTIVITIES	Т		-					· · · · · · · · · · · · · · · · · · ·	(100 700)	(10 331)	(31 300)
eceipts	1										
Short term loans											
Borrowing long term/refinancing		(34)							-	-	-
Increase (decrease) in consumer deposits		(-7)							18 157	-	-
ayments							1		91	17	17
Repay ment of borrowing]		ĺ					1
ET CASH FROM/(USED) FINANCING ACTIVITIES	+-	(34)							(9 216)	(10 054)	(831)
ET INCREASE! (DECREASE) IN CASH HELD	+						-	-	9 031	(10 038)	(814)
^ 11 1 1 1 1		29 363	(25 265)	(19 669)	(15 103)	(15 103)	(15 103)	(15 103)	(35 826)	5 113	3 686
Cash/cash equivalents at the year begin: 2 Cash/cash equivalents at the year end: 2	1	73 137	102 500	77 235	57 566	57 566	57 566	57 566	57 566	21 741	26 854
Z		102 500	77 235	57 566	42 464	42 464	42 464	42.464	21 741	26 854	30 540

2015 -00- 17

BUDGET & TREASURY

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

- 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 levels of the Municipality stayed consistent over the 2011/2012 to 2015/2016 period owing directly to a well-oiled finance department.
- 4. The 2015/16 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term.
- 5. Cash and cash equivalents totals R21, 7 million as at the end of the 2015/16.

Table 25MBRRTable A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

Description	Ref	2011/12	2012/13	2013/14		Current Ye	ar 2014/15		1	Medium Term I enditure Frami	
R thousand		Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Budget Year	Budget Yea
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2015/16	+1 2016/17	+2 2017/18
Cash and investments available								·····			12 2011/10
Cash/cash equivalents at the year end	11	102 500	77 235	57 566	42 464	42 464	42 464	42 464	21 741	20, 00,	20.54
Other current investments > 90 days		0	(0)	(0)	93 719	93 719	93 719	93 719	21 /41	26 854	30 540
Non current assets - Investments	1	6 085	6 989		-	30 / 13	30713	93 / 19	-	-	-
Cash and investments available:	$\dagger \dagger \dagger$	108 585	84 224	57 566	136 183	136 183	136 183	420 400	-	-	
Application of cash and investments	T				100 100	130 103	130 103	136 183	21 741	26 854	30 540
Unspent conditional transfers		23 779	16 227	8 697	40 500	40.500					
Unspent borrowing		20110			12 582	12 582	12 582	12 582	-	-	-
Statutory requirements	2	-	-		-	-	-		-	-	-
Other working capital requirements	3	(3 936)	(10 792)	3 040	(12 622)	(11 722)	(11 722)	(44.700)	40.000	(7.54	
Other provisions		` '	, ,		(12 022)	(11122)	(11 122)	(11 722)	16 368	17 568	19 027
Long term investments committed	4	_	_	_	_						
Reserves to be backed by cash/investments	5			-	-	-	-	-	-	-	-
otal Application of cash and investments:	TT	19 843	5 435	11 737	(40)	860	860	860	40.200		
urplus(shortfall)	TT	88 742	78 789	45 829	136 223	135 323	135 323		16 368	17 568	19 027
				.,,,,,	100 220	100 020	130 323	135 323	5 373	9 286	11 513

MATATELE LOCAL MUNICIPALITY

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

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- non-compliance with the MFMA requirements that the municipality's budget must be "funded".
- 4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
- 5. From the table it can be seen that for the period 2011/12 the surplus increased from R88million to R135million in 2014/15. For the rest of the MTREF a surplus is indicated.
- 6. Considering the requirements of section 18 of the MFMA, it can be concluded that the adopted 2015/16 MTREF was not funded owing to the significant deficit.
- 7. As part of the budgeting and planning guidelines that informed the compilation of the 2015/16 MTREF the end objective of the medium-term framework was to ensure the budget is funded aligned to section 18 of the MFMA.
- 8. As can be seen the budget has been modelled to progressively move from a surplus of R88 million in 2011/12 to R135million by 2014/15.

Table 26 MBRR Table A9 - Asset Management

Description	Rei		2012/13	2013/14		Current Year 2	014/15		Medium Term i enditure Fram	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	1	Budget Year	Budget Year	Budget Ye
CAPITAL EXPENDITURE Total New Assets Infrastructure - Road transport Infrastructure - Electricity Infrastructure - Water	1	36 498 30 535 -	60 73 35 29 4 21	5 90 436 5 48 604	147 5 35 6	77 126 8 84 34 8 29 36 2	376 34 8 291 36 2	76 35 177	+1 2016/17 80 572 50 288 10 180	+2 2017/18 102 19 38 38 15 32
Infrastructure - Sanitation Infrastructure - Other Infrastructure			_	. 1	6.0	-	-	86 -		-
Community Heritage assets		30 535 2 859	39 51 7 56		95 6	71 756	57 75 6	57 92 632	60 468	53 70
Investment properties Other assets			12:		-	i	78 16 1	78 14 632	1 200	2 57
Agricultural Assets Biological assets	6	3 061	13 38	1 18 272	34 45	-	31 34 7	31 33 993	18 904 -	45 52
Intangibles Total Renewal of Existing Assets	2	42	160	621				-	-	- 39
Infrastructure - Road transport Infrastructure - Electricity		-	_		-	i '	-	1	-	-
Infrastructure - Water Infrastructure - Sanitation		-	-		_	I.	- -	-	-	-
Infrastructure - Other			-		_		- -	-	-	-
Community Heritage assets		-	-		_			-	_	_
investment properties Other assets			-	-	_	-	- -		-	-
Agricultural Assets	6	-	-	-	-] -	- I	-	-	_
Biological assets Intangibles		-	-	_	_] -	-	-	-	-
Total Capital Expenditure Infrastructure - Road transport	4					 	<u> </u>			~
Infrastructure - Electricity Infrastructure - Water		30 535	35 295 4 216	48 604 12 517	35 684 53 929	36 29	1 36 29	50 737	50 288 10 180	38 388 15 320
Infrastructure - Sanitation Infrastructure - Other		-	_		_	18	6 186	3 -	-	-
Infrastructure Community		30 535	39 511	313 61 434	6 058 95 671					-
Heritage assets Investment properties		2 859	7 561	10 109	17 450 -			1	60 468 1 200	53 708 2 570
Other assets Agricultural Assets		3 061	122 13 381	18 272	34 456	34 73	1 34 731	33 993	18 904	- 45 524
Biological assets Intangibles		42	160		-	_	-	-	-	-
OTAL CAPITAL EXPENDITURE - Asset class	2	36 498	60 735	90 436	147 577	126 566	126 566	2 350		393
SSET REGISTER SUMMARY - PPE (WDV) Infrastructure - Road transport	5	282 730	288 166	326 098					80 572	102 195
Infrastructure - Electricity Infrastructure - Water Infrastructure - Sanitation		26 849	28 170	39 695 -	385 883 97 303	385 131 79 611 181	79 611	407 465 128 142 172	442 647 134 978	464 688 146 644
Infrastructure - Other		8 760	11 161	- 11 377	19 633	17 910	-	-	163	153
Community		318 339 82 551	327 498 83 843	377 170 84 677	502 820 110 572	482 834 109 283	482 834	24 011 559 790	23 201 600 988	22 391 633 876
Heritage assets Investment properties		9 703	- 9 843	9 843	9 843	9 843	-	118 707	113 778	110 045
Other assets Agricultural Assets Biological assets		73 107	81 241 -	95 811	125 639	125 792		9 843 152 046	9 843 162 721	9 843 193 167
intangibles DTAL ASSET REGISTER SUMMARY - PPE (WD)	5	127 483 827	204 502 629	635	361	361	361	2 215	1 538	1 383
(PENDITURE OTHER ITEMS		403 027	302 629	568 135	749 234	728 113	728 113	842 600	888 868	948 314
Depreciation & asset impairment Repairs and Maintenance by Asset Class	3	15 905 9 450	17 084 10 293	19 062	14 066	14 066	14 066	20 879	24 490	28 865
Infrastructure - Road transport Infrastructure - Electricity		2 040	2 399	10 751 4 380	11 315 2 070	11 424 2 050	11 424 2 050	10 466 3 845	11 286 4 068	11 989
Infrastructure - Water Infrastructure - Sanitation		524	288	392	360 -	580 -	580	1 030	1 090	4 292 1 150
Infrastructure - Other		5 248	6 250	4 020	-	-	-	-	-	-
Infrastructure Community		7 811 189	8 937 262	8 792	2 430	2 630	2 630	4 875	- 5 158	5 441
Heritage assets Investment properties		-	-	223	4 450 -	4 450	4 450	1 850	1 957	2 065
Other annula	6, 7	1 450	1 094	1 736	4 435	- 4 344	4 344	7744	-	-
newal of Existing Assets as % of total caper	+	25 355 0.0%	27 377	29 813	25 381	25 490	25 490	3 741 31 345	4 171 35 776	4 483 40 854
newal of Existing Assets as % of deprecn" M as a % of PPE		0.0% 0.0% 2.5%	0.0% 0.0% 2.4%	0.0% 0.0% 2.1%	0.0%		1	0.0%	0.0% 0.0%	0.0% 0.0%
newal and R&M as a % of PPE		2.0%	2.0%	2.1%	2.0% 2.0%	2.0% 2.0%	2.0% 2.0%	1.3%	1.3% 1.0%	1.3%

2815 -03- 17

BUDGET & TREASURY

Explanatory notes to Table A9 - Asset Management

- 1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
- National Treasury has recommended that municipalities should allocate at least 40 per cent
 of their capital budget to the renewal of existing assets, and allocations to repairs and
 maintenance should be 8 per cent of PPE. The Municipality meets both these
 recommendations.
- 3. The following graph provides an analysis between depreciation and operational repairs and maintenance over the MTREF. It highlights the Municipality's strategy to address the maintenance backlog.

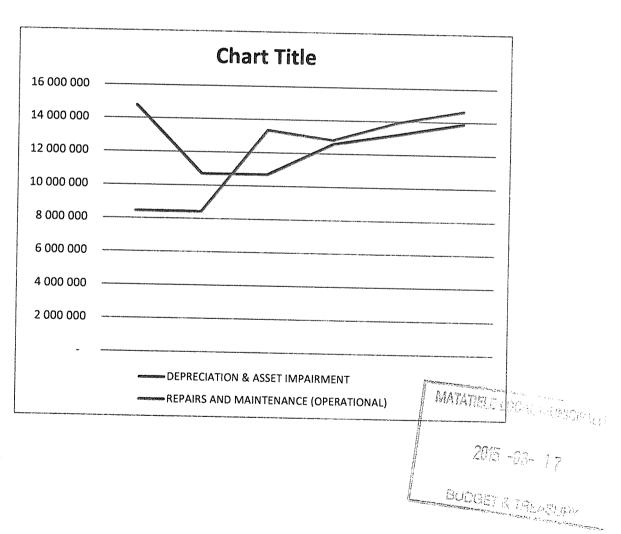




Table 9 MBRR Table A10 - Basic Service Delivery Measurement

Description	Re	2011/12	2012/13	2013/14		Current Year	2014/15	2015/16 N	ledium Term F enditure Frame	levenue &
		Outcome	Outcome	Outcome	Origina	1		Budget Year		
Household service targets Water:	1		 	 	Budget	Budge	t Forecast	2015/16	+1 2016/17	+2 2017/18
Piped water inside dwelling	-						1		,	
Piped water inside yard (but not in dwelling)		1			ĺ		ĺ		1	1
Using public tap (at least min.service level)	2			1					1	
Other water supply (at least min.service level	1) 4		l		-	1			1	
Minimum Service Level and Above sub-total		_		ļ ——— <u>-</u>		_				
Using public tap (< min.service level) Other water supply (< min.service level)	3					-	- -	-	_	_
No water supply	4				1	l			ĺ	
Below Minimum Service Level sub-total	- 1	<u> </u>				ı		1		
Total number of households	5						= =			
Sanitation/sewerage:			_	-	·	-		-		-
Flush toilet (connected to sew erage)					1					
Flush toilet (with septic tank)	1					1				
Chemical toilet						1	1			
Pit toilet (v entilated)		ļ					1			
Other toilet provisions (> min.service level)	Ì				1			i i		
Minimum Service Level and Above sub-total Bucket toilet		-	-		+					
Other toilet provisions (< min.service level)					1		-	-	-	_
No toilet provisions		1								
Below Minimum Service Level sub-total						1	ļ		I	
Total number of households	5									
Energy:		-	-	-	-	•	- -			
Electricity (at least min.service level)		ļ	Ī		1	1	1 1		1	
Electricity - prepaid (min.service level)		3	3	_		1			- 1	
Minimum Service Level and Above sub-total		3 400	3 400	3 400		4	4 4	4	4	5
Electricity (< min.service level)			3 400	3 400	3 80	0 3 80	3 800	4 000	4 200	4 500
Electricity - prepaid (< min. service level)]					ļ		
Other energy sources			İ		į				1	
Below Minimum Service Level sub-total Total number of households			-	_	 					
Refuse:	5	3 400	3 400	3 400	3 80	0 380	. 1	4 000		~
		-						4 000	4 200	4 500
Removed at least once a week Minimum Service Level and Above sub-total		4	4	5		5	5 5	-	_ [
Removed less frequently than once a week		4 400	4 400	4 500	4 550		- 1 1	4 600	5	5
Using communal refuse dump	1 -	4	4			5	5 5	5	4 650 5	5 000
Using own refuse dump			1		ļ					5
Other rubbish disposal	1 1		1							I
No rubbish disposal					1				1	- 1
Below Minimum Service Level sub-total	lt	4 400	4 400	4 500	4 550	4 550				- 1
otal number of households	5	8 800	8 800	9 000	9 100			4 600 9 200	4 650	5 000
louseholds receiving Free Basic Service	7				 	-		9 200	9 300	10 000
Water (6 kilolitres per household per month)					1	İ				
Sanitation (free minimum level service)		İ	ļ				1 1			1
Electricity/other energy (50kwh per household per	ermd	0	1	2	4					
Refuse (removed at least once a week)		0	1	2	4	1	1 '1	9	12	18
ost of Free Basic Services provided (R'000)	8					 	4	9	12	18
Water (6 kilolitres per household per month)		1	1	;						
Sanitation (free sanitation service)		1	ļ							
Electricity/other energy (50kwh per household per Refuse (removed once a week)	1 1	239	1 316	420	2 160	2 160	2 160	2 376		
otal cost of FBS provided (minimum social p	-	327	235	3 036	1 994	1 994		2 193	2 614 2 413	2 875
ighest level of free service provided	acka:	566	1 551	3 456	4 154	4 154		4 569	5 026	2 654 5 529
Property rates (R value threshold)									- 0020	3 329
Water (kilolitres per household per month)		-	-	30 000	30 000	30 000	30 000	30 000	30 000	20.000
Sanitation (kilolitres per household per month)		_	-	-	-	_	-	-	30 000	30 000
Sanitation (Rand per household per month)		_	-	-	-	-	-	-	_	_
Electricity (kwh per household per month)		50	50	50	-	1 .	-	-	-	_ [
Refuse (average litres per week)		37	40	44	50 89	50	50	50	50	50
evenue cost of free services provided (R'000)	9					89	89	95	102	109
Property rates (R15 000 threshold rebate)		_	_	_				1		
Property rates (other exemptions, reductions			1	- 1		-	-	-	- 1	-
and rebates)		_	_	5 588	5 812					- 1
Water		-	- 1	-	3 612	6 044	-	6 649	7 314	8 045
Sanitation Electricity/other energy		-	-	_	_	_	-	-	-	-
Refuse	- 1	239	1 316	420	2 160	2 160	2 160	2 270		-
Municipal Housing - rental rebates	<u> </u>	327	235	3 036	1 994	1 994	1 994	2 376	2 614	2 875
Housing - top structure subsidies	6		<u> </u>		-	-	- 1	2 193	2 413	2 654
Other	۱ "	-	_	-	printer in the	.h				
tal revenue cost of free services provided	-				1 .	allegania describe and a series and and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series are a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a series and a se		_	_	-
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2015 -20- 17

BURNEY & TREASURY

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55|Page

Explanatory notes to Table A10 - Basic Service Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.

2. The budget provides for 12000 households to be registered as indigent in 2015/16, and therefore entitled to receiving Free Basic Services. The number is set to increase to 175 00 households given the rapid rate of in-migration to the Municipality, especially by poor people seeking economic opportunities.

3. It is anticipated that these Free Basic Services will cost the municipality R14 million in 2015/16, increasing to R15 million in 2016/17. This is covered by the municipality's equitable share allocation from national government.



2 Part 2 - Supporting Documentation

2.1 Overview of the annual budget process

- 1. The process followed in compiling the 2015/16 Budget can be summarised as follows:
- a) Council Adopted a Budget Timetable in August 2014.
- b) The Budget & Finance Standing Committee Compiled Budget Assumptions and recommended same to Council for adoption. During this meeting the Budget, Tariff, Rates, Indigent and SCM Policies were reviewed. No amendments were recommended as the policies were approved less than 4 months prior to this meeting;
- The CFO presented the Budget Assumptions and Guideline to the General Manager in September 2014;
- d) IDP / Budget Outreaches were held in September 2014. Councillors, Managers and support staff were divided in six (6) teams and all wards were visited during one (1) week.
- e) In February 2015 a Strategic Planning Workshop was held in Durban during which Standing Committees in their various commissions developed their respective KPA's and objectives for 2015/2016;
- f) The Budget Office compiled a Draft Budget which was present to Management, the Budget & Finance Standing Committee and EXCO during March 2014;
- g) The Draft Budget for 2015/2016 was table at Council by the Mayor on 30 March 2015;
- h) The Draft Budget was submitted to Provincial Treasury and to National Treasury during March 2015;

i) On the 30 March 2015 Council will consider and adopt the IDP, Budget, Tariffs and all budget related schedules and policies.

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BUDGET & TREASURY

56|Page

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2. Input from Stakeholders

The following input was received:

- a)General Input during Outreaches
 - The Budget must provide for the ward priorities as per the IDP

2.2 Overview of alignment of annual budget with IDP

The development of the IDP of 2015-2018 and the 2015/2016 Budget Compilation were done simultaneously. During the Community Participation Process IDP priorities and the implications it will have on the current and future budgets were discussed. Community input in this regard was invited and included in both the IDP and the 2015/2016 Budget. Only capital items listed in the IDP was included in the Budget, funds permitting.

The Municipal Departments are aligned with the 5 Local Government Key Performance Areas. The Department's strategies are therefore linked to the 5 KRA's Details of the Budgets allocated to the various departments are reflected in schedules SA4-6.

The Departmental SDBIP contains projects and programmes listed in the IDP. The General Manager's performances plan is linked to the Departmental SDBIP.

The SDBIP marries the Performance Management System with the budget and the IDP. Thus the strategic Direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS.

The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative Through link with the IDP.
- The Financial Imperative Through links with the Budget
- The Performance Imperative Through links to the PMS

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

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A Municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the

2015 -00- 57

BUDGET & TRIEASURY

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resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

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

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

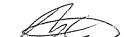
The aim of the revision cycle was develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and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

The national and provision priorities, policies

- Green Paper on National Strategic
- Government Programme of Action
- Development Facilitation Act of
- Provincial Growth and Development
- National and Provincial Spatial Development Perspectives;
- Relevant Sector plans such as transportation, Legislation and policy MATARELE LOCAL MENGLESQUE
- National Key Performance Indicators (NKPI's);
- Accelerated and Shared Growth
- National Spatial Development
- The National Priority Outcomes

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its

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IDP. The following table highlights the IDP's five strategic objectives for the 2015/2016 MTREF and further planning refinements that have directly informed the compilation of the budget:

Table 28 IDP Strategic Objectives

	2014/2015Financial Year	T	2015/2016MTREF
1	The Provision of quality Basic Services and Infrastructure	1	Provision of quality Basic Services and Infrastructure
2	Acceleration of higher and shared economic growth and development	2	Economic growth and development that leads to sustainable job creation
3	Fighting of Poverty, building clean, healthy, safe and sustainable communities	3.1	Fighting of Poverty, building clean, healthy, safe and sustainable communities
		3.2	Integrated Social Services for empowered and sustainable communities
4	Fostering participatory democracy and adherence to Batho Pele principles through a caring, accessible and accountable service	4	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service
5	Good governance, Financial viability and institutional governance	5.1	Promote sound governance
		5.2	Ensure financial sustainability
		5.3	Optimal institutional transformation to ensure capacity to achieve set objectives

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

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

MATATIELE LOCAL MUNICIPALITY

295 -93 - 17

59|Page

SELECTION TO ENGLISH FIG.

- 1. Provision of quality basic service and infrastructure which includes, amongst others:
 - Provide Electricity
 - Provide Water
 - Provide Sanitation
 - Provide Waste Removal
 - Provide Housing
 - Provide Roads and Storm Water
 - Provide Public Transport
 - Provide City Planning Service; and
 - Maintaining the Infrastructure of the City
- 2. Economic growth and development that leads to sustainable job creation by:
 - Ensuring there is a clear structural plan for the city;
 - Ensuring planning processes function in accordance with set timeframes;
 - Facilitating the use of labour intensive approaches in the delivery of services and the building of infrastructure.
- Fight poverty and build clean, healthy, safe and sustainable communities:
 - Effective implementation of the Indigent Policy;
 - Working with the Provincial Department of Health to provide primary health care services;
 - Extending waste removal services and ensuring effective city cleansing;
 - Ensuring safe working environments by effective enforcement of building and health regulations;
 - Promote viable, sustainable communities through proper zoning; and
 - Promote environmental sustainability by protecting wetlands and key open spaces.
- 3.1 Integrated Social Services for empowered and sustained communities
 - Work with Provincial Departments to ensure the development of community infrastructure such as schools and clinics is properly co-ordinated with the informal settlements upgrade programme
- Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service by:
 - Optimising effective community participation in the ward committee system; and
 - Implementing Batho Pele in the Revenue Management Strategy.
- 5.1 Promote sound governance through:
 - Publishing the outcomes of all tender processes on the municipal website
- 5.2 Ensure financial sustainability through:
 - Reviewing the use of contracted services

MATATIELE LOGAL MUNICIPALITY

2015 -08- 17

BUDGET & TREASURY

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60|Page

- Continuing to implement the infrastructure renewal strategy and the repairs and maintenance plan
- 5.3 Optimal institutional transformation to ensure capacity to achieve set objectives
 - Review of the organizational structure to optimize the use of personal;

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

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

This development strategy introduces important policy shifts which have further been translated into seven strategic focus areas/objectives as outlined below:

- Developing dormant areas;
- Enforcing hard development lines so as to direct private investment;
- Maintaining existing urban areas;
- Strengthening key economic clusters;
- Building Social cohesion;
- Strong developmental initiatives in relation to the municipal institution as a whole;
- Sound financial fundamentals

Lessons learned with Previous IDP revision planning cycles as well as changing environments were taken into consideration in the compilation for the fourth revised IDP, including;

- Strengthening the analysis and strategic planning processes of the City;
- Initiating zoned planning processes that involve the communities in the analysis and planning processes. More emphasis was placed on area based interventions, within the overall holistic framework;
- Ensuring better coordination through a programmatic approach and attempting to focus the budgeting process through planning interventions; and

2015 -07- 17

BUDGET & THEATHY

61|Page

 Strengthening performance management and monitoring systems in ensuring the objectives and deliverables are achieved.

Table 10MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

Strategic Objective	Goal	2011/12	2012/13	2013/14	Cu	rrent Year 201	4/15	1	Medium Term I enditure Frame	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year	1 -
1. Reduction of Service Delive	ry Backlogs	L	L			Dauge.	rorecast	2013/16	+1 2016/17	+2 2017/1
1.1 PMU		24 994	20.002						<u> </u>	
	Sports Fields		29 263	48 775	57 759	49 170	49 170	47 644	49 484	52
	Community Half	Ensure seco	sporting facilities	are available in	communities					
	Upgrading Of Access Roads	Ensure that a	ssibility to all co	nmunites of Ma	tatele Local Mu	nicipality				
	Bridges	Ensure that o	gravel roads in a communites are	OJ IOWINS OF M	atatele Local Mi	micipality are up	ograded to tarred	i roads		
1.2 Electricity		33 963	38 242							
	Rural Electrification		ouseholds with	51 916	67 383	70 383	70 383	87 422	85 793	94 2
	Substation		dditional capacity							
	Procurement Of Crane Truck	Procure equit	ment to replace	and material toy	/n					
	Additional Faiclifes	Provide addit	oment to replace fonal facilities at	egenig intrastru	ure in order to	eplace streetigh	nts and distribute	on poles		
	Working Tools				and and and					
	Vehicles	To provide a	vorking conditor dditonal transpor	for electrical at	oois and equipm	ent(Prepaid met	er tester, spiking	gun)		
	High Mast Light	To install high	mast light to pro	wide area liable	iii					
1.3 Civil		11 531	7 203	2 843				,		
	Storn Water And Drainage		t all communites		22	22	22	23	24	
	Maintanainance Of Tarred Roads	To ensure tha	t existing surface	od toods are me	gainst nooding					
	Maintainance Of Gravel Roads		t existing gravel							
	Kerbing And Channeling		t roads and asse							
	Acquisition Of Additional Plant			o are manualis	u					
1.4 Human Settlement										
	Damaged Halls	Ensure that da	maged commun	ity halls are reha				120	100	15
	Fresh Produce Market	To create con	iducive environn	ent to tresh orro	tura markat					
	Building Of Offices	To provide su	ficient office spar	e and improve	working condition					
	Prucuremt Of A0 Plotter	To introduce p	aperless system	o and improve	working contact	118				
	Rehistration Of Housing Beneficieries		ation of beneficia		loomant of Hum	on California				
1.5 Public Amenities		1 736	7 739	11 769	13 156	13 269 F	40.000			~
	Maintanance Of Community Facilities	To encure that	svietes seem			13 209	13 269	13 490	14 134	14 83
Local Economic Development	, Rural Development and Employment Creation thro	ugh the EPWP and CWP		my nontro are	menaneu					····
2.1 LED		1 155	1 186	249	112	1 646	4.040.			
	Grain Storage	To provide agri	culture infrastruc			1040	1 646			_
	Smme Support		MEs in crop pro		An MCHINGS					
	Arrable Lands		unity for arable la							
	Provery Relief	To support pov								
	Foresty		stry enterprises v	vith Environmen	tal impact accor	rmonto (CIAs)	abolio -			
	Training For Coorperatives	To support Coo	peratives with tr	ining	en unpactasses	SINBING (CIAS)	SIUGIES			
	Informal Sector Support		pport for Informal		····					
	Destnation Marketing		tele as an destr							
	Mountain Lake Chalets	To co ordinate a	and monitor the 6	inclination of the	Mountain take -	nalot				
	Research	To identify touris	t attactions am	nd Matatele	mountain laxe C	aset				
	Fundding Support	To assist local S			support					
.2 EPWP		- 1	- 1	4 564 F	4 485 F	4 485 [1 ton W			***************************************
	EPWP	130 Nkhoesa' M				4 460	4 485	1 780	- 1	



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Strategic Objective	Goal	2011/12	2012/13	2013/14	Cu	rrent Year 2014	1/15		Medium Term i enditure Fram	
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year	Budget Ye
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2015/16	+1 2016/17	+2 2017/1
3. Proper Spatial Development	Planning through the SDF for the Nodel Areas of Maluti, C	edarville and Ma	atiele							1
3.1 LED		292	372	363	65	1 504	1 504	P 400		
	Middle Income Housing					1 304]	1 304	100	105	1 1
	Commercial & Industrial Development	To provide la	and for Commerc	cial and industria	i development					
	Rezoning Process			cial consent ap		days of receipt				
	Applications	To process	subdivision and	consent applica	tons within 60 d	and a material	Kon a			
	Town Planning Scheme	Enforce com	diance with the	Town Planning	Scheme by 2017	, and a maround	2719 0			
	Land Tenure Rights			for Maluti Town		······				
	Policies			with the relevan			***************************************			
	Out-Door Advertising		of out-door adv		- Togranatori					
4. Good Governance and Public		····				·				
4.1 Communitions, IGR, Pro	tocol & Migration	3 656	3 694	17 035	3 284	4 202	4.000			
	Communication Strategy	To have an a		plemented Muni	cinal Communio	afon Chatage A	4 202	4 550	4 814	5 0
	Inter-Giv ernmental Relations	To promote C	pordinated plans	ning of service d	elinean eroicale	aton Stategy A	cton Plan			
	Inter-Giv emmental Relations	To stengther	relations betw	een Municipalitie	envery projects	within the Munic	pairty			
		1		con manapang	15					
	May oral Projects	To promote e	noadements has	ween communit	ac and the M.	oin elia.				
	Mayoral Projects	To assess and	ogress on some	ce delivery proje	os ano sie Muni	сірану				
	Markeling And Branding					· · · · · · · · · · · · · · · · · · ·				
	Marketing And Branding	To ancies	yor coordinator	marketing and	ranging of muni	cipal events				
	Access To Information	To organic pro	or continuation	marketing and	randing of muni	cipal events				
	Migration Services			unicipality as the	destination of c	hoice				
4.2 IDP/M&E			cess to informa			***************************************				
	ldp Development	266	392	274	150	314	314	-	- 1	
		io have deve	loped a credible	IDP by 2017						·
	Performance Management	-								
4.3 Internal Audit	renormance management	To ensure the	Municipality has	a functional Or	ganisational Perf	ormance Manag	ement System			
7.0 trassitat Addit			- 1	- 1	- T	- 1	- 1		- 1	
	Governance Issues: Internal Audit	To stive for o	lean audit opinio	n	··					
	Gov emance Issues: Internal Audit			nacial statement						
	Governance Issues: Internal Audit	To ensure ind	ependent assura	nce and consult	ng activites des	igned to add va	ue and improv	e the organia atr	ne oppreton	
	Governance Issues: Internal Audit	To strengthen	internal controls					o cic organisate	nia operatoris.	···
4.4 PDU	Governance Issues: Internal Audit	To improve ef	eciancy and et	fectiveness.		***************************************				
4.4 SPU		100	- T	<u> </u>	- T			_ T		
	Youth Development And Protection Of Children'S Rights	To Lobby and	advocate for De	v elopment issue	s affectingy outh	and children				-
	Women Empowerment And Protection Of Elder Person'S	To facilitate an	d coordinate wo	men and elderly	empowerment	nitiatives				
	Hiv/Aids Management	To coordinate	HIV/AIDS Manag	ement înitesves	on post officer	111111111111111111111111111111111111111				
	People Living With Disabilities			nts of disabled pe		······································				
4.5 Administrative Support		91	237	- 1						
	Proper Record-Keeping	To create a w		ords and informa	ifon managemen					
	Governance And Oversight Structures Meeting	To deliver an e	ficient and effec	tive support to f	a functioning of	the same it and				
	Safe And Secure Environment For Municipal Property	To provide set	ety and security	for the Municipa	nronests and h	are cooncil and	is committees			
	Rendering Of All Auxiliary Services	To coordinate	provision of all a	uxillary service	within the Man	uman resources	·			
	Efficient And Effective Implementation Of Governance	To deliver an e	ficient and effec	tive support to t	n tinofonina af	cipanty				
	System		The state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the s	er o aupport in t	e unicediang of	me council and	its committees			
Municipal Institutional Transfo	ormation and Development						***			
5.1 Human Resources Manage	ement	227	424	313	300	200 8				
	Staff Establishment				non Comital Fata	300	300	300	300	300
	Human Capital: Capacity Building	To Capacitate	Develop Mana	ge And Maintain	Municipal Live	o Conitat	en As Quality F	uman Resource	es For The Muni	icipality
	To Have A Conducive Working Environment		Staff On Hr Police		- uniopar numa	п оврнав.				
	Employee Health, Safety, Wellness And Assistance			cure And A Proc	trafica literal Com					
	Human Capital Development Plan	To Develon An	Annual Workele	ce Skills Plan(W	en)	viionment				
5.2 ICT		- 1	- Transactive Processing	_ T	""		·····			
	Efficient And Balanced lot Governance Framework			nt lot Governanc			-	<u>-L</u>	-	-
		l	AND ENGIN	ouvernanc						
	Efficient And Balanced lot Governance Framework	To Ensure Effec	fve And F#	t let Occasion						
		, - Linding Lindi	THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PART OF THE PA	it iot Ov ersignt						
	Effective And Reliable User Support Environment	To Provide Time	alv: Efficient *-	d Effect - 11	0					
	Efficient And Balanced lot Governance Framework	To Provide Tim	ory, emcrent And	Exectve User	Support Service	28	***************************************			
		To Ensure Offsi	u ⊔isaster Reco	ivery Site						
	Efficient And Balanced lot Governance Framework	7. 5								
		To Provide Con	puter Network	i o All Users In A	All Offices					
	Efficient And Balanced lot Governance Framework									
		To Provide Sec	ure Information A	and Robust lot S	ervice			***************************************		
	Efficient And Balanced lot Governance Framework	To Provide Sha	red Service Thi	rough Vitual Priv	ate Network					
5.3 Legal Services	Efficient And Balanced lot Governance Framework	To Provide Infra	structure To Tra	ffic Department (Mices					
	Proper Contracted !!	-	-		- 1	-	- 1	 T	-1	
	Proper Contractual Management And Consistent Legal	To Provide Effec	tve Legal Draft	ng And Contract	Management Se	rvices For The	Municipality			
	Environment						y			
	Compliance With Legal Requirements	To Foster Comp	liance With Lega	l Requirements	Of The Law					
	Litigation Services	To Provide An E	fective Litigation	Services in De	fending The Int	erests Of The M	unicipality			
	Risk Assessment And Management	To Render Effec	tve Municipal R	isk Managemen	1		orpusy			
4.6		-	- 1	129	- 1					
.4 Council Support					1	~ ;	- 1	- 1	_ i	-
.4 Council Support	Mechanisms For Public Participation	To Promote Con	munity Particing	ation in Decision	Making Proces	as Within TL.	Luniais-St			
4 Council Support	Community Engagements	To Promote Con To Provide Acc	munity Participa	ation in Decision	Making Process	es Within The N	tunicipality			
.4 Council Support	Community Engagements Complaints Management	To Provide Acc	ess For Commu	nity To Participa	te in Municipal	rogrammes An	d Affaire			
5.4 Council Support	Community Engagements	To Promote Con To Provide Acc Improve Turnard To Enhance Kno	ess For Commu und Time And F	nity To Participa rocedures For	ite in Municipal I The Handling Of	Programmes An	d Affairs			

63 | P a g e

BUDGET & TREASURY

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Agen

Strategic Objective	Goal	2011/12	2012/13	2013/14	Cı	irrent Year 201	4/15	1	fedium Term F anditure Frame	
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year	Rudnet V
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2015/16	+1 2018/17	+2 2017/1
6. Municipal Financial Viabilit						<u> </u>	<u> </u>			
6.1 Budget Planning and Fir		88 523	104 030	125 459	191 678	192 992	192 992	V 107 505		
	Submission Of Monthly Reports As Per Section 71 Of	Ensure All V	e Fully Comply	With Mima - W	th Recards To	Renorte That No	ed To De Cube	167 595	182 693	200 6
	Submission Of Quarterly Reports As Per Section 52 (D) Of	Ensure All W	e Fully Comply	With Mima - Wi	th Repards To	Reports That No	ed To De Subm	(3EG		
	Submission Of Banking Details As Per Section 8 Of Mirna	Fully Compl	iance With The F	Requirements Of	The Mima		00 70 00 00000	R20.		······································
	Submission Of Quarterly Reports As Per Section 52 (D) Of	Ensure All W	e Fully Comply	With Mina - W	th Daggede To S	Danada That II.	-17 D G			
	Submission Of Annual Report In Terms Of Section 121 Of	Compliance	With The Require	mante Of The A	Ifma Annual D	teports that Ne	ed to Be Subm	itted.		
	Submission Of Monthly Reports	Ensure All W	e Fully Comply	With Mina _ Wi	th Reporte To 6	Ponerio That No.	17 D D			
	Submission Of Monthly Reports	Ensure All W	e Fully Comply	With Mina - Wi	n Rensede To E	coports inat Ne	a to de Submi	itted		
	Submission Of Reviewed Policies,	Fully Compli	ance With The R	equirements Of	The Mina On 1	Innthia Curto	so to Be Submi	rted.		
	Loan Register	Ensure That	Loans That Were	Taken Are Rei	na Serviced	noning, Quarien	y And Mid-Year	Reports		
	Submission Of Monthly Financial Statements As Per	Fully Compli	ance With The R	equirements Of	The Mine On A	tonthic Overland	. A. J.C.(V			
	Training Of Unit Staff Within The Municipality	Capacity Buil	ding		THE MAINE OF A	corany, Quaren	y And Mid-Year	Reports	·	
	Multi-Year Budget As Per Section 28 Of The Mfma	Ensure That	The Municipality	Reports On The	Pavious of Os	Auftralia 2 D. J. J.		liture Pertains As		
	Multi-Year Budget As Per Section 21 (B) Of The Mina	Ensure That	The Municipality	Reports On The	Tahlad Budant	Crassed Budget	As Per Expend	liture Pertains As	At 31St Decemb	ber 2014
	Mult-Year Budget As Per Section 21 Of Mina	Ensure That	he Municipality	Reports On The	Tabled Droft D	Process Plan F	or 2016/2017			~
	Mult-Year Budget As Per Section 23 Of The Mitna	Ensure That 1	he Municipality	Reports On The	Public Particip	oton Hald				
*	Multi-Year Budget As Per Section 22 Of The Mina	Ensure That 1	he Municipality	Reports On The	Set Tariff Of Ci	PROPERTY.				
	Mult-Year Budget	Ensure That 1	he Municipality	Reports On Date	Of Submission	Of The Aligner	Dudget W.S. Lie			
	Standard Budget Return Form	Provide The I	Managers With T	emplate Or Guid	ance On Budge	for For Fach V	Dougot Hist NO			
	Budget Control	Ensure That D	Departments Don	T Spend More 1	Than What They	Have Rudgeter	For			
	Annual Financial Statements	Ensure That T	he Municipality	is Able To Fairly	Produce its Ar	nual Financial S	talements			
	Roll Over Application	Ensure That A	An Application	s Done And Sub	mitted To Natio	nal Treasury On	Amount Not Se	ent in The 2015/	2016 Classick	
	Audit Report	CHECKS THREE	ne municipany	is Able To Fairly	/ Produce its An	nual Financial S	tatements	rent at The 2010s	ZOTO FINANCIAI	rear
6.2 Supply chain - Asset & Fie	Compliance With Scoa Regulations	Implementator	Of And Adhere	nce To Scoa R	Regulations					
or outhin custor wasset & Fig		-	-	-	- T	- 1		- 1		
	Municipal Annual Procurement Plan	Preparation Of	Integrated Procu	rement Plan	·	l.				
	Improved Compliance With Scm Regulations & Council Policies	Ensure That T	he Monthly Rep	orts Are Prepare	d And Submitte	To Manageme	nt Team Meetin	g (Mim) And Cou	incil.	
	Asset Management	To Ensure The	at The Grap Con	pliant Updated I	Register Is Reco	onciled To Gene	rai I edger			
63 Income and Service dis	Maintenance Of Service Providers Contracts	To Ensure The	era Are Slas/Cor	racts in Place F	or All The Awa	rded Bids	Lougus.			
6.3 Income and Expenditure		20 209	27 732	30 765	37 067	41 067	41 067	42 224	39 506	41 27
	Cutstanding Debtors Reduction	Reduction Deb	t To Be Within A	geing Of 60 Day	s.			76 664	33 300	41 27
	Reconciliation Of Debtors	Align The Age	Analysis With T	ne General Ledg	er - Ensure Th	at There Are No	Variances			
	Indigent Support	Identify And Su	pport Household	s That Are Indig	ent In A Municip	al Jurisdiction.				
	Indigent Support	Establish Free	Basic Services	Steering Commi	tee.					
	Collection Of Rental Income I.E. Transido, Itsckolefe Hostel,	Ensure All Mur	icipal Properties	That Are Lease	d Are Paid For.					
	Stores, Commonages,									
	interest On Outstanding Debt	Encourage Cus	tomers That Ow	e Municipal Ser	vices To Make	Payment Before	Their Debt Inc.	rs Interest		
ocations to other priorities	Staff Training	Ensure That Th	e Staff In The D	partment Are Tr	ained For Relev	ant Courses				
	transfers and contributions)				T	T			1	
		186 745	220 513	294 454						





Table 30MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

Goal	2011/12	2012/13	2013/14	Cu	irrent Year 201	4/15	1	Medium Term I endilure Fram	
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Ye +2 2017/1
						, 0,000	2010110	71 20 10111	72 201111
		· · · · · · · · · · · · · · · · · · ·					 	<u> </u>	L
	906	2 181	7 975	4 425	2 911	2 911	6 323	7 779	9 54
		sporting facilities					·	<u> </u>	L
		ssibility to all co					*************		
ccess Roads	Ensure that o	gravel roads in a	03 towns of M	atafele Local Mu	unicipality are up	ograded to tarrec	f roads		
	Ensure that o	communites are	accessible		***************************************	·····		······································	***************************************
	27 782	39 880	38 130	39 813	42 029	42 029	52 186	55 724	59 29
ion	To Provide h	ouseholds with	access to basic	electricity			L		
	To provide a	dditional capacity	in Matafele tov	'n					
Crane Truck	Procure equip	oment to replace	ageing infrastruc	ture in order to a	replace streetigh	its and distribute	on poles		
es	Provide addit	ional facilities at	electrical depot	*****************					
	To improve v	vorking condition	by Procuring t	ools and equipm	ent/Prepaid met	er tester, sniking	n cuch		
		doifonal transpor					3 30.7	····	
	To install high	mast light to pro	vide area lightin	g	·····			····	· · · · · · · · · · · · · · · · · · ·
	39 308	39 279	28 786	31 137	25 863	25 863	20 450	21 881 7	23 384
	31 356	39 279	28 786	31 137	25 863	25 863	20 450	21 881	23 384
	7 952	_	_	-		-	20 400	21 00 1	23 304
Drainage	To ensure that	t all communites	are protected a	nainst flooding					-
Of Tarred Roads		t existing surface							
Gravel Roads		existing gravel							
neling		roads and asse						······································	
itional Plant			D Gre Hitas Belon		·				
							0.40	T	
	Ensure that da	maged communi	h halle are reha	ì			2 413	3 279	3 643
arket		ducive environm						····	
		ficient office space							
Potter		aperless system		VOIAINŲ CORDEO	ris				
using Beneficieries		ation of beneficia		anmani alitu	n O. H		······································	·····	
J	A ARO	16 765	10 CO1 1	Upriletii Of HUM?	III Settements	01072			
	2 351	1 888				24 047	27 044	28 278	29 712
	3 954		5 027	40 500	-	-	8 892	9 403	9 948
		1 964	2 127	16 503	16 194	16 194	18 152	18 875	19 765
	}			=	~	-	-	-	•
					-	-	-	-	-
		177	177 202 - 12 710	177 202 - - 12 7 10 12 528	177 202 - 12 710 12 528 -	177 202 - 12 710 12 528	177 202	177 202	177 202

MATATIELS LOCAL DEDUCTIONS

2015 -03- 17

BLOGET A TROPAGE

Strategic Objective	Goal	2011/12	2012/13	2013/14	Cu	rrent Year 201	V15		åedium Term F enditure Frame	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget \
2. Local Economic Develormen	Maintanance Of Community Facilities	To ensure th	at existing comm	nunity facilities a	re maintained				L	L
2.1 LED	t, Rural Development and Employment Creation through	the EPWP and CV	IP							
	Grain Storage	2 198	5 275	3 488	6746	7 711	7 711	7 599	8 080	
		To provide a	griculture infast	ucture – grain s	brage facilities			1 000	8 000	8 (
	Smme Support	To support 5	MMEs in crop p	production						
	Arrable Lands	To provide s	ecurity for anable	lands.					~	
	Provery Relief	To support po								
	Foresty	To support fo	restry enterprise	s with Environm	iental Impact ass	assmente (FIA)	t chiefae			
	Training For Coorperatives	to support C	ooperatves wit	taining.		1241	,, 32000			
	informal Sector Support	htastucture	support for inform	na/ Sector						
	Destnation Marketing	To market Ma	tatele as an de	stnation of choic	e					
	Mountain Lake Chalets	To co ordinat	and monitor the	tunctioning of t	ne Mountain lake	chalet				
	Research	To identify to:	nist atractions a	round Matatele						
2.2 EPWP	Fundding Support	To assist loca	SMMEs and C	cops with fundir	ng support					
EPWP		- 1	-]	5 138	5 574	9 736	9 736	E 202 F	0 700 F	
EPWP		-		5 138	5 574	9 736	9 736	5 327	3 777	4 (
LFRF	5005		-	-	-	5,50	3 / 30	£ 227	-	
Proper Castlet Danie	EPWP	130 Nkhoesa	Matokeng: 78 F	Rea Hoekisa, 52	Food for Waste			5 327	3 777	40
3.1 LED	anning through the SDF for the Nodal Areas of Maiuti, C	edarville and Mate	tiale							
		3 583	4 829	4744	6 749 1	8 673	9 672 F	F. 070 F		
Planning Humans Settlemetns		1 748	3 788	2 789	2 916	5 081	8 673 F 5 081	5 978	6 461	72
		284	-	404	1 782	1 828		3 935	4 228	4 5
Governance		1 550	1 041	1 551	2 051	1 765	1 828 1 765	7.040		
	Middle Income Housing					1700	1/00	2 042	2 233	26
	Commercial & Indurtial Development	To provide lan	d for Commercia	al and industrial	development					
	Rezoning Process	To process rea	oning and spec	ial consent appli	cations within de	ore of roonint				
	Applications	To process so	bdivision and c	onsent application	ns within 60 day	s himeround for				
	Town Planning Scheme	Enforce compli	ance with the Tr	own Planning Sc	heme by 2017	a mile odila 4	110			
•	Land Tenure Rights	To upgrade lan	d tenure rights for	x Maluti Towns	hin					
	Policies	To formulate P	olicies in line w	ih he relevant l	egislation					
	Out-Door Advertising	management o	out-door adver	fsina	-g-arazori	······································				
Good Governance and Public P										
4.1 Communitions, IGR, Protoc	ol & Migration	12 043	14 443	30 099	24 544	30 100	30 400 8			
Communications		1 079	1 824	2 047	2 886	2 815	30 100	42 361	45 774	49 33
Municipal Manager		3 877	3 379	15 024	4 271	3 773	2 815	4 138	4 034	4 33
Council Support		_	-	2 448	2 835	9 196	3 773	4 944	5 178	5 51
Library		498	387	_	_	3 150	9 196	12 711	13 676	14 70
Governance		1 024	1 215	1 342	1 596	1 520	4.000	-	-	-
Governance		209	835	1 255	1 926	1 890	1 520	1 930	6 249	6 31
Public Safety	T	5 356	6 803	7 983	11 030	10 906	1 890 10 906	5 404	6 248	7 70
	Communication Strategy	To have an app	roved and imple	mented Municip	al Communicate	va Stratage And	10 300	13 234	10 390	10 77
	Inter-Givernmental Relations	To promote Coo	ordinated plannin	g of service deli	Very projects wi	hin the Municin	alis.			
	Inter-Givernmental Relations	To strengthen r	elations betwee	n Municipalites	, or projects as	Ann are wortest	anty			
		1		.,						
	May or all Projects	To promote eng	agements betwe	en communites	and the Municin	alike				
	May or al Projects	To assess prog	ess on service	delivery project	R	daty				
	Marketing And Branding	To ensure prope	r coordination m	arketing and bra	nding of municin	al event				
	Marketing And Branding	To ensure prope	r coordination m	arketing and bra	ading of municin	al avante				
	Access To Information	To promote and	market the Mun	cipality as the d	estration of chall	Ce CVCIES				
	Migration Services	To promote acce	ess to information	, ,						
2 IDP/MAE						4 237	4 237	2.040		
4.2 IDPIM&E		1 302	3 664	3 906	3 297		4 23/ 1	3 046		7 226
4.2 IDP/M&E	ldp Development				3 297				4 736	
4.2 IDP/M&E		To have develop	ed a credible IC	P by 2017			······································		4 736	
	ldp Development Performance Management	To have develop	ed a credible IC	P by 2017					4 736	
4.2 IDP/M&E .3 Internal Audit	Performance Management		ed a credible IC	P by 2017 functional Organ	nisational Perform	nance Managem				
	Performance Management Governance Issues: Internal Audit	To have develop To ensure the M 1 249	ned a credible IC unicipality has a 1 572	P by 2017			nent System 3 109	2 903	3 084	3 282
	Performance Management Governance issues: Internal Audit Governance issues: Internal Audit	To have develop To ensure the M 1 249 To strive for clea	unicipality has a	P by 2017 functional Organ	nisational Perform 2 780	nance Managem				3 282
	Performance Management Governance Issues: Internal Audit	To have develop To ensure the M 1 249 To strive for clea To submit credib	unicipality has a 1 572 n audit opinion le Annual finance	functional Organ 1987	nisational Perform 2 780	3 109	3 109	2 903	3 084	3 282
	Performance Management Governance issues: Internal Audit Governance issues: Internal Audit	To have develop To ensure the M 1 249 To strive for clea	unicipality has a 1 572 n audit opinion le Annual finance undent assurance	functional Organ 1987	nisational Perform 2 780	3 109	3 109	2 903	3 084	3 282
	Performance Management Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit	To have develop To ensure the M 1 249 To strive for clea To submit credib To ensure indepe	unicipality has a 1 572 n audit opinion le Annual finance undent assurance	functional Organ 1987	nisational Perform 2 780	3 109	3 109	2 903	3 084	3 282
.3 Internal Audit	Performance Management Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit	To have develop To ensure the M 1 249 To stive for clea To submit credib To ensure indepe To stengthen into	ped a cradible III unicipality has a 1 572 n audit opinion re Annual finance endent assurance ternal controls	functional Organ 1 987 Clair statements to e and consulting	nisational Perform 2 780	3 109	3 109	2 903	3 084	3 282
	Performance Management Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit	To have develop To ensure the M 1 249 To strive for clea To submit credib To ensure indepe	ped a cradible III unicipality has a 1 572 n audit opinion re Annual finance endent assurance ternal controls	functional Organ 1 987 cial statements to a and consulting	isational Perform 2 780 2 D AG. activities design	3 109 3 109 ded to add value	3 109 and improve th	2 903 e organisations	3 084 Operations.	
.3 Internal Audit	Performance Management Governance Issues: Internal Audit Governance Issues: Internal Audit Governance Issues: Internal Audit Governance Issues: Internal Audit Governance Issues: Internal Audit Youth Development And Protection Of Children's Rights	To have develop To ensure the M 1249 To stive for clea To submit credib To ensure indepe To stengthen int To improve effect 3 133	ped a credible IC unicipality has a 1 572 n audit opinion te Annual finana endent assurance ternal controls ancy and effect 1 949	functional Organ 1 987 cial statements to a and consulting tiveness. 2 579	2 780 AG. activities design	3 109 and value	3 109	2 903	3 084	3 282
.3 Internal Audit	Performance Management Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Youth Development And Protection Of Children'S Rights Women Empowerment And Protection Of Children'S Rights	To have develop To ensure the M 1249 To stive for clea To extend independent of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of the still of t	ped a credible IC unicipality has a 1 572 n audit opinion te Annual snana- undent assuranc- ternal controls ancy and effect 1 949 vocate for Deve	P by 2017 functional Organ 1 987 cial statements to and consulting tveness. 2 579 lopment issues a	2 780 AG. activities design	3 109 sed to add value	3 109 and improve th	2 903 e organisations	3 084 Operations.	
.3 Internal Audit	Performance Management Governance Issues: Internal Audit Governance Issues: Internal Audit Governance Issues: Internal Audit Governance Issues: Internal Audit Governance Issues: Internal Audit Youth Development And Protection Of Children's Rights	To have develop To ensure the M 1249 To stive for clea To submit credible To ensure indepe To stengthen ini To improve effect 3 1313 To Lobby and ad To facilitate and of	ped a credible IC unicipality has a 1 572 n audit opinion te Annual snana- undent assuranc- ternal controls ancy and effect 1 949 vocate for Deve- coordinate wome-	functional Organ 1 987 cial statements to a and consulting typeness. 2 579 companies to the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement of the statement o	2 780 AG. activities design	3 109 sed to add value	3 109 and improve th	2 903 e organisations	3 084 Operations.	
.3 Internal Audit	Performance Management Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Governance issues: Internal Audit Youth Development And Protection Of Children'S Rights Women Empowerment And Protection Of Children'S Rights	To have develop To ensure the M 1249 To stive for clea To submit credib To ensure indepe To stengthen inl To improve effect 3 133 To Lobby and ad To facilitate and c	bed a credible IC unicipality has a 1 572 n audit opinion le Annual finana endent assuranci ernal controls ancy and effect 1 949 vocate for Deve oordinate wome //ADS Managem	P by 2017 functional Organ 1 997 cial statements to a and consulting eveness. 2 579 lopment issues in and elderty en	2 780 AG. activities design	3 109 sed to add value	3 109 and improve th	2 903 e organisations	3 084 Operations.	
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BUDGET & TREASURY

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5.1 Human Resources Managem HR Governance	Staff Establishment Human Capital: Capacity Building	1 361 3 132		6 195		Gudget	Forecast	2015/16	+1 2016/17	+2 2017/-
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Governance	Human Capital: Capacity Building	1 361 3 132								
	Human Capital: Capacity Building	3 132		2 710	6 839	7 925	7 925	11 690	12 506	13
5.2 ICT	Human Capital: Capacity Building	To Pizo Don	3 222	- ,	5 180	4 833	4 833	7 968	8 536	9 1
5.2 ICT	Human Capital: Capacity Building To Have A Conductive Working Environment		ign And Provid	fe A Suptainable L	1 658	3 092	3 092	3 722	3 970	4 2
5.2 ICT	10 Have A Conductive Working Environment	To Capacitate	e, Develop, Ma	fe A Sustainable H anage And Maintai	m Municipal Live	stablishment As	Well As Quality	Human Resour	ces For The Mu	inicipality
5.2 ICT	Constant I W C	10 Capacitate	e Staff On Hr Po	olicies						
5.2 ICT	Employ ee Health, Safety, Wellness And Assistance Human Capital Development Plan	To Provide A	Healthy, Safe,	Secure And A Pr	oductive Work I	ny ironment				
	Trainar Capital Development Plan	To Develop A	An Annual Work	place Skills Plan(Wsp)					
	Efficient And Balanced lot Governance Framework	225	75		2 295	3 815	3 815	6 718	7 136	7.5
	Efficient And Balanced Ict Governance Framework			cient lot Oversight						
	Effective And Reliable User Support Environment									
	Efficient And Balanced Ict Governance Framework	To Ensure Of	mely: Efficient fsite Disaster R	And Effective Us ecovery Site	er Support Serv	ices				
	Efficient And Balanced lct Governance Framework	To Provide Cr	omputer Netwo	ork To All Users In	1 All Offices					
c.	Efficient And Balanced lct Governance Framework									
	Efficient And Balanced lct Governance Framework	To Provide Se	cure information	on And Robust lct	Service					
	Efficient And Balanced lct Governance Framework	To Provide Si	nared Service	Through Vitual Pri	vate Network					
5.3 Legal Services		- To Frovide Int	rastructure To	Traffic Department						
	Proper Contractual Management And Consistent Legal Environment	To Provide Eff	ective Legal Dr	rating And Contrac	1 533 ct Management	2 057 Services For Th	2 067 le Municipality	3 057	3 268	3 48
	Compliance With Legal Requirements Litgation Services	To Foster Con	npliance With L	egal Requirement	e Of The Law					
<u>}</u>	Risk Assessment And Management	10 Provide An	r Effective Litiga	ation Services In D	Defending The	Interests Of The	Municipality			
5.4 Council Support	Thor Pagessment And Management	TO I TO I TO I E I E	ecave Municipa	al Risk Manageme	ent		Transcipanty			
T	Mechanisms For Public Participation	15 726	16 836	18 367	19 148	19 238	19 238	18 445	19 464	
ŀ	Community Engagements	To Promote Co	ammunity Partic	cipation In Decision	n Making Proce	sses Within The			13 404	20 52
r	Complaints Management	1 TO FROVIDE AC	ccess for Com	munity To Particie	nate la Minima	10				
	Workshop For Public Participation Drivers	To Enhance Vi	round Time An	od Procedures For	The Handling (Of Complaints An	nd Pettions			
Municipal Financial Viability		TO Enhance A	lowledge And i	On Portfolios For F	oublic Participat	on Drivers				
6.1 Budget Planning and Financia	el Reporting	20 667	84 048	30 668	20.03.1					
Budget & Reporting Financial Reporting &		12 388	73 881	19 893	30 674 16 912	29 449 16 638	29 449	27 921	29 427	33 055
Governance		661	1 176	257	2 389	1 726	16 638	11 551	12 750	15 291
	Submission Of Marth. C	7 618	8 991	10.518	11 272	44.004	1 726 11 084	1 840	2 180	2 371
<u>}-</u>	Submission Of Monthly Reports As Per Section 71 Of Submission Of Quarterly Reports As Per Section 52 (D) Of	Ensure All We F	Fully Comply V	With Mima - With F	Regarde To Don	and The Late 1		14 531	14 496	15 392
	Submission Of Banking Details As Per Section 52 (D) Of		TORY COMPLY V	With Mima - With F equirements Of Th	Records To Day	orts That Need	To Be Submitted	i.		
<u> </u>	S. horizoita O'C									
-	Submission Of Quarterly Reports As Per Section 52 (D) Of	Ensure All We F	ully Comply V	Mith Mima – With F	Regards To Rer	orts That Need	To Bo Cubmittee			
 	Submission Of Annual Report in Terms Of Section 121 Of Submission Of Monthly Reports									
<u>-</u>	Submission Of Monthly Reports	Ensure All We F	Fully Comply V	With Minna - With E	Renarde To Don	Agts 74-111- 17	O Re Submitted			
-	Submission Of Reviewed Policies.		uny Comply y	YID MIRRA - With R	Jeanside To Dan	note That Man 1 7				
<u> </u>	Loan Register	Tony Compagn	ce wan ine Ke	Buildments Of The	a Mina On Hea	itily, Quarterly A	nd Mid-Year Re	ecoris		
F	Submission Of Monthly Financial Statements As Per									
	Training Of Unit Staff Within The Municipality	Capacity Buildin	e With The Re	quirements Of The	a Mfma On Mon	thly, Quarterly A	nd Mid-Year Re	ports		
	Multi-Year Budget As Per Section 28 Of The Mfma	Ensure That The	e Municipality C	Parent O. T. S						
	Mult-Year Budget As Per Section 21 (B) Of The Mima	Ensure That The	Municipality F	Reports On The Re	eviewed Or Adj	usted Budgel As	Per Expenditure	e Pertains As Al	31St December	2014
	Multi-Year Budget As Per Section 21 Of Mfma	Ensure That The	Municipality R	Reports On The To	abled Deaf Durie	ocess rian For 2	016/2017			-
	Multi-Year Budget As Per Section 23 Of The Mfma	Ensure That The	Municipality 5	Reports On The Pu	wied Urait Budg	et .				
<u></u>	Multi-Year Budget As Per Section 22 Of The Mima	Ensure That The	Municipality R	Reports On The Se	of Tariff Of Chare	700				
<u> </u>	Multi-Year Budget	ensure (nat the	Municipality R	Reports On Date Of	f Submission Of	The Alies of Co.	dant Miss.			
	Standard Budget Return Form Budget Control	LIGHT THE WIRE	nagers with Le	molate Or Guidani	co On Budantina	- F F 1 M				
	Annual Financial Statements	crisure i nat Dep.	artments Don'T	Spend More Tha	n What They Ho	are Budgeted Ca				
	Roll Over Application	crisure inat ine	Municipality is	Able To Fairly D	toduce to Assure	-1 C: 1 D: -				
	Audit Report	Chapte That A Ar	n Application Is	Done And Submit	tted To National	Transmir O- A		In The 2015/22	10 Financia	
	Compliance With Scoa Regulations					al Financial State	ments	us the 2015/20	io rinancial Yea	ır
i.2 Supply chain - Asset & Fleet Ma	nagement	implementation O	And Adheren	ice To Scoa Regi	ulations					
	Municipal Annual Procurement Plan	3 413	1 661	7 285	9 236	8 938	8 938	8 457	9 231	9 922
	Improved Compliance With Scm Regulations & Council	Preparation Of Inte	egrated Procure	ament Plan						3 322
	Policies Asset Management	Ensure That The						itm) And Counc	āl.	
	Maintenance Of Service Providers Contracts	To Ensure That T	he Grap Comp	liant Updated Rec	jister is Reconci	led To General I	.edger.			
.3 income and Expenditure	To the second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second se	TO Chaule There	Are Stas/Contr	acts in Place For	All The Awarder	d Bids				
	Outstanding Debtors Reduction	2 625	4 613	25 092	20 009	19 872	19 872	22 502	29 603	35 654
1	Pi iii ii ii ii ii ii ii ii ii ii ii ii	Reduction Debt To	o de Within Age	ing Of 60 Days.						
	Indigent Support	Align The Age And	my sis with The	General Ledger -	- Ensure That T	here Are No Vari	ances			
, ,	Indigent Support	Identify And Suppo Establish Free Bar	ort mouseholds	That Are Indigent	In A Municipal I	urisdiction.				
	0.0		Services Si	eering Committee						
	Transido, ilsokolele	Ensure All Municir	nal Proportion 7	hat Asa I						
· · · · · · · · · · · · · · · · · · ·	Hostel, Stores, Commonanes	Ensure All Municip	pal Properties 7	hat Are Leased A	re Paid For.					
- - - - - - - -	Hostel, Stores, Commonages,	Ensure All Municip								
- h	Hostel, Stores, Commonages, narrest On Outstanding Dabtes	Ensure All Municip	ners That Owe	Municipal Service	es To Make Pa	/ment Before Th	eir Debt Incurs I	nterest		
ations to other priorities	Hostel, Stores, Commonages, narrest On Outstanding Dabtes	Ensure All Municip Encourage Custom Ensure Thet The S	ners That Owe Staff in The Dep	Municipal Service	es To Make Pa	/ment Before Th	eir Debt Incurs I	nlerest		
- - - - - - -	Hostel, Stores, Commonages.	Ensure All Municip	ners That Owe Staff in The Dep	Municipal Service	es To Make Pay ed For Relevant	t Courses		Interest 289 979	316 607	347 081

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2.3 Measurable performance objectives and indicators

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the Municipality has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The Municipality targets, monitors, assess and reviews organisational performance which in turn is directly linked to individual employee's performance.

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

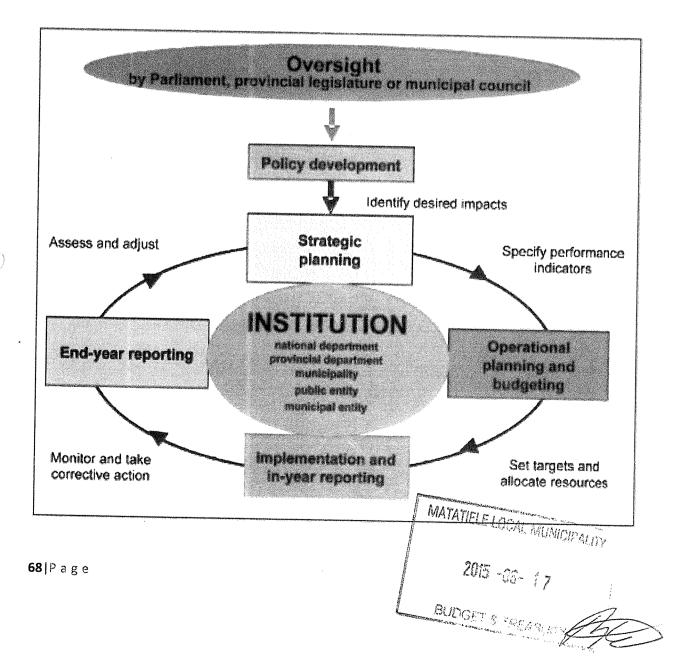


Figure 5 Planning, Budgeting and Reporting Cycle

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

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitor and checking on the progress against plan);
- Measurement (indicators of success)
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (marking changes where necessary)

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

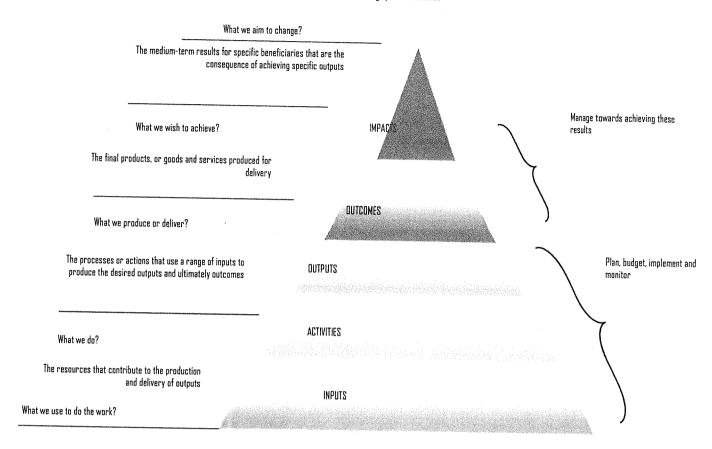
Figure 6 Definition of performance information concepts

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



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The developmental results of achieving specific outcomes



MATATIELE LOCAL MUNICIPALITY

2015 -06- 17

BUDGET & TREASURY

Figure 6 Definition of performance information concepts

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

Table 11MBRR Table SA8 - Performance indicators and benchmarks

	1										
Description of financial indicator	Basis of calculation	2011/12	2012/13	2013/14		Current	Year 2014/15		1	Medium Term enditure Fran	
	Doors of Calchiaudii	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Yea 2015/16	Budget Yea +1 2016/17	
Borrowing Management		 	 		 	 	 	 	<u> </u>	-	
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0.4%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	3.2%	0.2%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	0.9%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	8.6%	9.4%	0.7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl.	-0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	26.6%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	47.9%	47.9%	47.9%	47.9%	9.8%	0.7%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	2.9	3,4	2.8							
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2.9	3.4	2.8	6.9 6.9	6.9 6.9	6.9 6.9	6.9 6.9	1.3 1.3	1.5 1.5	1.5 1.5
Liquidity Ratio	Monetary Assets/Current Liabilities	2.5	2.5	2.0	6.0	١					
Revenue Management	,	2.0	2.3	2.0	0.0	6.0	6.0	6.0	0.8	0.9	1.0
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100.0%	132.4%	48.3%	100.0%	100.0%	100.0%	100.0%	73.0%	73.0%
Current Debtors Collection Rate (Cash		100.0%	86.2%	78.6%							
receipts % of Ratepayer & Other revenue)		100.0%	00.276	/8.5%	100.0%	100.0%	100.0%	100.0%	73.0%	73.0%	73.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	10.7%	14.7%	10.3%	7.1%	6.9%	6.9%	6.9%	5.2%	5.3%	5.2%
Creditors Management				ĺ							- 1
Creditors to Cash and Investments		15.7%	18.0%	33.9%	20.00			1			
Other Indicators		13.778	10.076	33.9%	20.0%	20.0%	20.0%	20.0%	125.5%	108.0%	101.8%
	Employee costs/(Total Revenue - capital revenue)	28.7%	30.5%	29.3%	30.0%	27.4%	27.4%	27.4%	33.4%	34.6%	34.3%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	36.9%	37.9%	35.6%	35.7%	33.0%	33.0%		41.5%	41.6%	41.2%
Repairs & Maintenance	R&M/(Total Revenue excluding capital	5.8%	5.5%	4.6%	3.8%	3.7%	3.7%	-	3.6%	3.7%	3.7%
_	revenue) FC&D/(Total Revenue - capital revenue)	10.2%	11.3%	8.1%	4.7%	4.6%	4.6%	4.6%	7.2%	8.1%	8.8%
P regulation financial viability indicators											
	Total Operating Revenue - Operating Srants)/Debt service payments due	7.8	8.6	-	-	-	-	9.0	5.8	11.3	11.8
ii. O/S Service Debtors to Revenue	vithin financial year) otal outstanding service debtors/annual	33.3%	49.1%	37.0%	26.4%	25.8%	25.8%	25.8%	17.0%	18.0%	18.1%
iii. Cost coverage	evenue received for services Available cash + investments)/monthly	10.9	4.5	3.6	2.6	2.6	2.6	2.6	1.3	1,4	1.4
<u> </u>	red operational expenditure		<u>_</u>				l	-	ļ		

MATATIFLE LOCAL MUNICIPALITY

2015 -06- 17

BUDGET & TREASURY

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2.3.1 Performance indicators and benchmarks

2.3.1.1 Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Matatiele Local Municipality's borrowing strategy is primarily informed by the affordability of debt repayment. The structure of the Municipality's debt portfolio is dominated by annuity loans. The following financial performance indicators have formed part of the compilation of the 2015/2016 MTREF:

 Capital charges to operating expenditure is a measure of the cost of borrowing in relation to

The operating expenditure. It can be seen that the cost of borrowing has steadily increased from 0.4 per cent in 2011/12 to 3.3 per cent in 2015/16. This increase can be attributed to the raising of loans to fund portions of the capital programme. While borrowing is considered a prudent financial instrument in financial capital infrastructure development, this indicator will have to be carefully monitored going forward as the Municipality has reached its prudential borrowing limits.

The Municipality's debt profile provides some interesting insights on the Municipality's future borrowing capacity. Firstly, the use of amortising loans leads to high debt service costs at the beginning of the loan, which declines steadily towards the end of the loan's term.

The Municipality's has raised main amortising loans over the past five years, hence effectively "front-loading" its debt service costs. This is reflected in the Municipality's debt service profile, which predicts large debts service costs between 2013 and 2018. Debt service costs are expected to peak in 2018 due to the redemption of the last few term loans held by the Municipality.

In summary, various financial risks could have a negative impact on the future borrowing capacity of the municipality. In particular, the continued ability of the Municipality to meets its revenue targets and ensure its forecasted cash flow targets are achieved will be critical in meeting the repayments of the debt service costs. As part of the compilation of the 2014/15 MTREF the potential of smoothing out the debt profile over the longer term will be investigated.

2.3.1.2 Safety of Capital

- The debt-to-equity ratio is a financial ratio indicating the relative proportion of equity and debt used in financing the municipality's assets.
- The gearing ratio is a measure of the total long term borrowings over funds and reserves.

2.3.1.3 Liquidity

• Current ratio is a measure of the current assets divided by the current liabilities and as a benchmark the Municipality has set a limit of 1, hence at no point in time should this ratio be less than 1. For the 2015/16 MTREF the current ratio is 1.4 in the 2015/16 financial

2015 -66- 17

BUDGET & TOPAGET

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72|Page

year and 1.3 for the two outer years of the MTREF. Going forward it will be necessary to maintain these levels.

 The liquidity ratio is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately.

2.3.1.4 Revenue Management

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

2.3.1.5 Creditors Management

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

2.3.1.6 Other Indicators

- Employee costs as a percentage of operating revenue continues to increase over the MTREF.
- Similar to that of employee costs, repairs and maintenance as percentage of operating revenue is also decreasing owing directly to cost drivers such as bulk purchases increasing far above inflation. In real terms, repairs and maintenance has increased as part of the Municipality's strategy to ensure the management of its asset base.

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

The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality. With the exception of water, only registered indigents qualify for the free basic services.

For the 2015/16 financial year 15 500 registered indigents have been provided for in the budget with this figured increasing to 21 000 by 2016/17. In terms of the Municipality's indigent policy registered households are entitled to50 kWh of electricity and free waste removal as well as a discount on their property rates.

MATATIELE LOCAL MUNICIPALITY

2015 -00- 17

BUDGET & THEARURY

Further detail relating to the number of households receiving free basic services, the cost of free basic services, highest level of free basic services as well as the revenue cost associated with the free basic services is contained in Table 27 MBRR A10 (Basic Service Delivery Measurement) on page 39.

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

2.4 OVERVIEW OF BUDGET RALATED POLICIES

As listed hereunder are all the policies that are current adopted by

Matatiele Local Municipality. All these policies can be viewed on the official municipal website www.matatiele.gov.za

Budget Related Policies

- 1 Credit Control & Debt Collection Policy
- 2, Banking & Investment Policy & Implementation Guide
- 3 Fixed Asset Management Policy & Implementation Guide
- 4 Budget Policy & Implementation Guide
- 5 Property Rates Policy
- 6 Transport Policy
- 7 Tariff Policy
- 8 Supply Chain Management Policy
- 9 Indigent Policy
- 10 GRAP Framework Policy
- 11 Data Backup Policy
- 12 Cash Management Policy
- 13 Special Service Tariff Policy
- 14 Grant & Donation Policy
- 15 Donor Finance Policy
- 16 Payment Policy
- 17 Virement Policy
- 18 Cash-Up Policy
- 19 Cash Shortage Policy
- 20 Electricity Policy
- 21 Credit Card Policy
- 22 Entertainment / Refreshment Policy
- 23 Customer Incentive Scheme Policy
- 24 Strategy to Improve Debtor Payment Policy
- 25 Customer Care Policy
- 26 Fraud Prevention & Response Plan Policy
- 27 Debt Capacity Policy
- 28 Unknown Deposits Policy
- 29 Consultants Policy





Overview of Budget Assumptions 2.5

Arising from the above Overview of Economic Analysis, the following Budget Assumptions were made and are affected in the 2015/16 budget:

- Estimate Salary Increases
- 2014/15 8%
- 2015/16 8%
- 2016/17 8%
- Debt Impairment: the overall collection levels are estimate around 85% overall for the Payment levels for the following revenue streams have been estimated as follows:
- Property Rates 85% (89% in 2015 / 2016)
- Electricity 90% (66% in 2015 / 2016)
- Refuse 90% (65% in 2015 / 2016)
- ♣ Bulk Electricity purchases: MLM has assumed no tariff increase from Eskom and will increase its tariffs with 14% as determined by NERSA;
- debt Impairment and depreciation, it means that all other expenditure will increase at a
 - reduced rate or maintained at the current levels;
- Matatiele Local Municipality will continue with its current powers and functions;
- The Budget is based on current service levels. However, provision is made for a pilot project to expand refuse removal services to 5 rural areas;
- ♣ Government grants for the years 2015/2016 to 2017/2018 are as per the Division of Revenue Act, assuming that all allocations will be received;
- Growth in staff related costs has been provided for in the budget at 8% per annum, growth in the remaining expense items range from 0% to 10%;
- Provision has been made for tariff increases relating to services at an average rate of 5% per annum; and

♣ Provision was made to contribute to the Provision for Leave Reserve. However, staff will be encouraged to redeem their leave. MATATIELE LOCAL MUNICIPALITY

BUDGET & TREASURY

Table 34 Credit Rating outlook

	Currency	Rating	Annual rating	Previous Rating
Security class			Oct-13	
Short term	Rand	Prime -1	20-Apr- 14	Prime -1
Long-term	Rand	Aa3	20-Apr- 14	Aa3
Outlook	Rand	Negative	20-Apr- 14	Negative

MATATIELE LOCAL MUNICIPALITY

2015 -06- 17

BURREY STREASURY

	WITHOUT VAT	Current Tariff Vat Excluded	Increase	New Tariff Vat Excluded	Increase	
-	REFUSE REMOVAL CHARGES	2014/2015		2015/16		
1.1	Domestic Removals					
(a)	Every owner or occupier of premises from which refuse is removed twice weekly shall pay the Coun cil a fee of per bag per month.	R 98.15	5%	R 103.06	, v	2%
1.2	Commercial Removals					
(a)	Each individual/separate business shall be charged a basic service charge per month.	R 147.21	5%	R 154.57		ì
£.	In addition to 1.2 every owner or occupier of business premises from which refuse is removed, shall pay the Council a fee of per bag per month, removal twice weekly.	R 147.21	%5	R 154.57	o 16	5%
4.	Provided that Council may at any time conclude separate agreements with commercial users who require that refuse be removed more than twice a week. The above tariff shall be the applicable tariff.					
z:	Removal from Separate Consumers on same Premises					
1	Where refuse is removed from shops and dwellings or					
	flats situated on the same premises such shops and dwellings or flats shall be regarded as separately occupied buildings, and the charges for the removal of refuse shall be as prescribed in applicable scales.					
9.	Availability Charge					
	A availability fee , is charged to any vacant commercial erven located in the town areas of Cedarville, Matatiele and Maluti.	R 200.00	%0	R 200.00	%0	%
	A availability fee , is charged to any vacant domestic erven located in the town areas of Cedarville, Matatiele and Maluti.	R166.Sec.	RAGION ELOCAL MIN.	R 100.00	%0	%
-			(Alojimor.	AUTY		T
	BUILDING PLAN FEES	2015	17 -90-	The state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the s		
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Pavement/Verge Deposit Residential	None Desired	Multi Davalonment	Industrial		Builders Deposits	The following deposits must be paid by building confractors/owners in a developed area, prior to the commencement of any work:	Extensions less than 100m² or part thereof as determined by the Building Inspector but not more than	Extensions more than 100m² but less than 200m² or part thereof	Extensions more than 200m² but less than 500m²	Extensions more than 500m ² or part thereof		Penalty	Deposits will be forfeited after 7 days from date of completion certificate, should the Developer/Contractor not have the sidewalk/pavement cleared within such period.		Exemption Certificate		Fee payable for minor building work as contemplated in Section 13 of the National Buidling Regulations and Buidling Standards Act, 1977(Act 103 of 1977) as amended	POUND FEES	Schedule B: Rate of Compensation for all animals delivered to the pound, per head.

	Description of animal			-	_	_
	Donkeys, Horses, Cattle, Pigs and Ostriches, per head per day	R 13.16	%0 9	R 13.16	%0	11
	Sheep and goats per head per day Schedule E: Pound Fees	R 8.77	. 00%	R 8.77	%0	
	Description of animal					
1 1	Donkeys, Horses, Cattle, Pigs and Ostriches, per head per day	R 13.16	%0	R 13.16	700	<u> </u>
	Sheep and Goats, per head per day Schedule F: Sustenance fees	R 8.77	%0	R 8.77	920	
	Description of animal					
	Donkeys, Horses, Cattle, Pigs and Ostriches, per head per day	R 21.93	%0	R 21.93	%0	· · · · · · · · · · · · · · · · · · ·
1-1	Sheep and Goats, per head per day	R 13.16	%0	R 13.16		
107	SWIMMING BATH				%0	
100	Single Tickets					
lm!	Entrance, per occasion					
<	Adults	B 19 63	1000			
ιō	Scholars and Children	R 6.32	20%	R 10.00	-21%	
رة ا	Season Tickets		2070	R 5.00	-21%	
18	Bath only, not transferable					
ĕ١	Adult (Full Season)	R 189.47	20%	D 180 47		
ĕ l∤	Adult (Part Season - valid for one month from day issue)	R 94.74	20%	R 94.74	%0	
XIX	Scholars and children (Full Season)	R 94.74	20%	B 94 74	0.70	
3,21	octobals and children (Part Season valid for one month from day of issue)	R 37.89	20%	R 37.89	%0	
0 E E 8 6 E	For the purposes of this Section "scholars" shall mean any scholars attending a primary or secondary school and "children" shall mean any children who have not reached the age of 17 years; provided that children have not reached the age of five years may be admitted free of charten if accompanied and under the	10.21			0.00	
8 1	responsible adult.	MATAN	MATATION AND DESCRIPTIONS	South control control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control	The state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the s	
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