ANNUAL BUDGET OF  
UMTSHEZI MUNICIPALITY



2014/15 TO 2016/17  
MEDIUM TERM REVENUE AND EXPENDITURE FORECASTS

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* In the foyers of all municipal buildings
* All public libraries within the municipality
* At [www.umtshezi.co.za](http://www.umtshezi.co.za)

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**Abbreviations and Acronyms**

AMR Automated Meter Reading

ASGISA Accelerated and Shared Growth Initiative

BPC Budget Planning Committee

CBD Central Business District

CFO Chief Financial Officer

CM Municipality Manager

CPI Consumer Price Index

CRRF Capital Replacement Reserve Fund

DBSA Development Bank of South Africa

DoRA Division of Revenue Act

DWA Department of Water Affairs

EE Employment Equity

EEDSM Energy Efficiency Demand Side Management

EM Executive Mayor

FBS Free basic services

GAMAP Generally Accepted Municipal Accounting Practice

GDP Gross domestic product

GFS Government Financial Statistics

GRAP General Recognised Accounting Practice

HR Human Resources

HSRC Human Science Research Council

IDP Integrated Development Strategy

IT Information Technology

kℓ kilolitre

km kilometre

KPA Key Performance Area

KPI Key Performance Indicator

kWh kilowatt

ℓ litre

LED Local Economic Development

MEC Member of the Executive Committee

MFMA Municipal Financial Management Act

Programme

MIG Municipal Infrastructure Grant

MMC Member of Mayoral Committee

MPRA Municipal Properties Rates Act

MSA Municipal Systems Act

MTEF Medium-term Expenditure Framework

MTREF Medium-term Revenue and Expenditure Framework

NERSA National Electricity Regulator South Africa

NGO Non-Governmental organisations

NKPIs National Key Performance Indicators

OHS Occupational Health and Safety

OP Operational Plan

PBO Public Benefit Organisations

PHC Provincial Health Care

PMS Performance Management System

PPE Property Plant and Equipment

PPP Public Private Partnership

PTIS Public Transport Infrastructure System

RG Restructuring Grant

RSC Regional Services Council

SALGA South African Local Government Association

SAPS South African Police Service

SDBIP Service Delivery Budget Implementation Plan

SMME Small Micro and Medium Enterprises

# Part 1 – Annual Budget

## Mayor’s Report

The Minister of Finance had stated in his budget speech in February 2014 that although the world economy remained troubled, there were signs of improvement in that economy and in line with this improvement, that South Africa’s economy had continued to grow, albeit at a slower pace than what was expected in the previous year. It was also stated that although South Africa’s economic outlook was improving, we “require to actively pursue a different trajectory if we are to address the challenges ahead.” This would mean that all sectors of society would have to work together to achieve this.

Management within local government has a significant role to play in strengthening the link between the citizen and government’s overall priorities and spending plans. The goal should be to enhance service delivery aimed at improving the quality of life for all people within the uMtshezi Municipality. Budgeting is primarily about the choices that the municipality has to make between competing priorities and fiscal realities. The challenge is to do more with the available resources. We need to remain focused on the effective delivery of the core municipal services through the application of efficient and effective service delivery mechanisms.

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

The 2014/2015 Medium Term Revenue and Expenditure Framework and its related policies has been compiled in compliance with the Municipal Finance Management Act No. 56 of 2003 and the Municipal Budget and Reporting Regulations which are aimed at improving credibility, sustainability, transparency, accuracy and reliability of municipal budgets.

The objective of the budget formats reform is to:

1. Ensure that the municipal budget and financial reporting formats support the other financial management reforms introduced by the MFMA;
2. Improve the local governments spheres’ ability to deliver basic services to all by-
   * addressing issues of financial sustainability, and
   * facilitating informed policy choices and medium term planning of service delivery by requiring targets to be aligned to achieve backlog elimination.

The Annual 2013/14 MTREF has been prepared using realistically anticipated estimates and are guided by the guidelines as per the National Treasury budget circulars. The main aim of the budget is SERVICE DELIVERY. It is also aimed at ensuring that services are effectively and efficiently rendered in the most economical way.

A brief overview of the Annual budget is as follows:

Total operating income – R316,421,000

Total Operating expenditure – R335,189,000

Operating Deficit – R18,768,000

Capital Transfers –R 28,615,000

Capital Budget – R35,449,000

The capital budget would be financed from capital grants received from the Municipal Infrastructure Grant, Neighbourhood Development Grant, INEP, and a small portion from council funding.

The operating budget is extremely constrained and focuses on service delivery. The reason for this, is the limiting income realistically anticipated.

Ngokubambisana singakha imiphakathi engcono. Let us work together to build a better community of Umtshezi thus achieving a better life for all.

**HIS WORSHIP THE MAYOR**

**COUNCILLOR B.D DLAMINI**

## Council Resolutions

On the 27th of March 2014 the Council of Umtshezi Municipality Local Municipality met in the Council Chambers and considered and approved the draft annual budget of the municipality for the financial year 2013/14. Council will meet on the 28th of May 2014 to consider the final approval of the MTREF for the 2014/15 financial year. It is recommended that the Council approve and adopt the following resolutions:

1. The Council of Umtshezi Local Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) approves:
   1. The annual budget of the municipality for the financial year 2014/15 and the multi-year and single-year capital appropriations as set out in the following tables:
      1. Budgeted Financial Performance (revenue and expenditure by standard classification);
      2. Budgeted Financial Performance (revenue and expenditure by municipal vote);
      3. Budgeted Financial Performance (revenue by source and expenditure by type); and
      4. Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source.
   2. The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are approved as set out in the following tables:
      1. Budgeted Financial Position;
      2. Budgeted Cash Flows;
      3. Cash backed reserves and accumulated surplus reconciliation;
      4. Asset management; and
      5. Basic service delivery measurement.
2. The Council of Umtshezi Local Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves:
   1. the tariffs – as set out in Annexure A,
   2. the tariffs for electricity – as set out in Annexure A
   3. the tariffs for solid waste services – as set out in Annexure A
3. The Council of Umtshezi Local Municipality, acting in terms of 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves the tariffs for other services, as set out in Annexures A.
4. To give proper effect to the municipality’s annual budget, the Council of Umtshezi Local Municipality approves:
   1. That cash backing is implemented through the utilisation of a portion of the revenue generated from property rates to ensure that all capital reserves and provisions, unspent long-term loans and unspent conditional grants are cash backed as required in terms of the municipality’s funding and reserves policy as prescribed by section 8 of the Municipal Budget and Reporting Regulations.

## Executive Summary

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

S21 of the Municipal Finance Management Act deals with Municipal Budgets and describes the entire budgeting process. The Mayor is tasked with co-ordinating the processes for preparing the budget, reviewing the Integrated Development Plan (IDP) and budget related policies. The Accounting Officer, as per S68 of the MFMA, is required to assist the Mayor in developing and implementing the budgetary process.

When drafting this budget, consideration was given to Section 18 of the MFMA which states that:

“An annual budget may only be funded from-

1. realistically anticipated revenues to be collected;
2. cash-backed accumulated funds from previous years’ surpluses not committed for other purposes; and
3. borrowed funds, but only for the capital budget referred to in section 17(2)
4. Revenue projections in the budget must be realistic, taking into account-
   1. projected revenue for the current year based on collection levels to date; and
   2. actual revenue collected in previous financial years.”

Great emphasis was placed in ensuring that the budget is realistically funded. A complete analysis of the various financial scenarios and outcomes was done and the best viable solution sought.

In addition to the budget, an amendment to the Municipal Systems Act (MSA) and Chapter 4 of the MFMA require that the Integrated Development Plan (IDP) be adopted at the same time of adopting the budget. The IDP informs the budget and their simultaneous adoption will ensure that the budget is properly aligned to the IDP and ensure that planned projects are credible and that the budgets are realistic and implementable. This budget was drafted in conjunction with the IDP.

The draft annual budget was prepared in accordance to the National Treasury’s content and format as contained in circular 66. The two concepts considered were:

1. that the budget must be funded according to S18 of the MFMA (as mentioned above), and
2. that the budget must be credible.

A credible budget is described as one that:

* Funds only activities consistent with the draft IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality
* Is achievable in terms of agreed service delivery and performance targets
* Contains revenue and expenditure projections that are consistent with current and past performance and supported by documented evidence of future assumptions
* Does not jeopardize the financial viability of the municipality (ensures that the financial position is maintained within generally accepted prudential limits and that obligations can be met in the short, medium and long term); and
* Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

As mentioned above, the budget was also compiled taking into consideration the guidelines outlined in MFMA Municipal Budget Circular No 72 for the 2014/15 financial year.

The Municipality’s business and service delivery priorities were reviewed as part of this year’s planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and ‘nice to have’ items.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

The main challenges experienced during the compilation of the 2014/15 MTREF can be summarised as follows:

* The ongoing difficulties in the national and local economy;
* Aging and poorly maintained roads and electricity infrastructure;
* The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
* The increased cost of bulk electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents;
* Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
* Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year’s capital investments needed to be factored into the budget as part of the 2014/15 MTREF process; and
* Availability of affordable capital

The following budget principles and guidelines directly informed the compilation of the 2014/15 MTREF:

* The 2013/14 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2014/15 annual budget;
* Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
* Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
* There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2014/15 Medium-term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2014/15 MTREF

**R thousand**

**Adjustments**

**Budget 2013/2014**

**Budget year**

**2014/2015**

**Budget Year +1**

**2015/2016**

**Budget Year +2**

**2016/2017**

Total Operating Revenue

287,854

316,421

344,654

367,405

Total Operating Expenditure

320,974

335,189

358,352

383,156

Surplus / (Deficit)

(33,119)

(18,768)

(13,698)

(15,751)

Total Capital Transfers

41,086

28,615

28,090,

28,721

Contributed Assets

0

0

0

0

Surplus / (Deficit) for the year

7,967

9,847

14,392

12,970

Total operating revenue has grown by 9,92% or R28,567 million for the 2014/15 financial year when compared to the 2013/14 Adjustments Budget. This is mainly due to the proposed increase of 7.3% for electricity revenue. Electricity revenue for domestic consumers will increase by 7% and by 7.3% for commercial and industrial consumers.

Total operating expenditure for the 2014/15 financial year has been appropriated at R335,189 million and translates into a budgeted deficit (non-cash-flow deficit) of R18,768 million. This non-cash flow deficit is attributed to Depreciation of R37million and Provisions of R8,5million. When compared to the 2013/14 Adjustments Budget, operational expenditure has grown by 4.43 per cent in the 2014/15 budget and by 6,91 and 6,92 per cent for each of the respective outer years of the MTREF.

## Operating Revenue Framework

For Umtshezi to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

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

* National Treasury’s guidelines and macroeconomic policy;
* Growth in the Municipality and continued economic development;
* Efficient revenue management, which aims to ensure a 90 per cent annual collection rate for property rates and other key service charges and a 90 per cent collection rate for electricity revenue;
* Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
* Achievement of full cost recovery of specific user charges especially in relation to trading services;
* Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
* The municipality’s Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
* Increase ability to extend new services and recover costs;
* The municipality’s Indigent Policy and rendering of free basic services; and
* Tariff policies of the Municipality.

The following table is a summary of the 2014/15 MTREF (classified by main revenue source):

Table 2 Summary of revenue classified by main revenue source

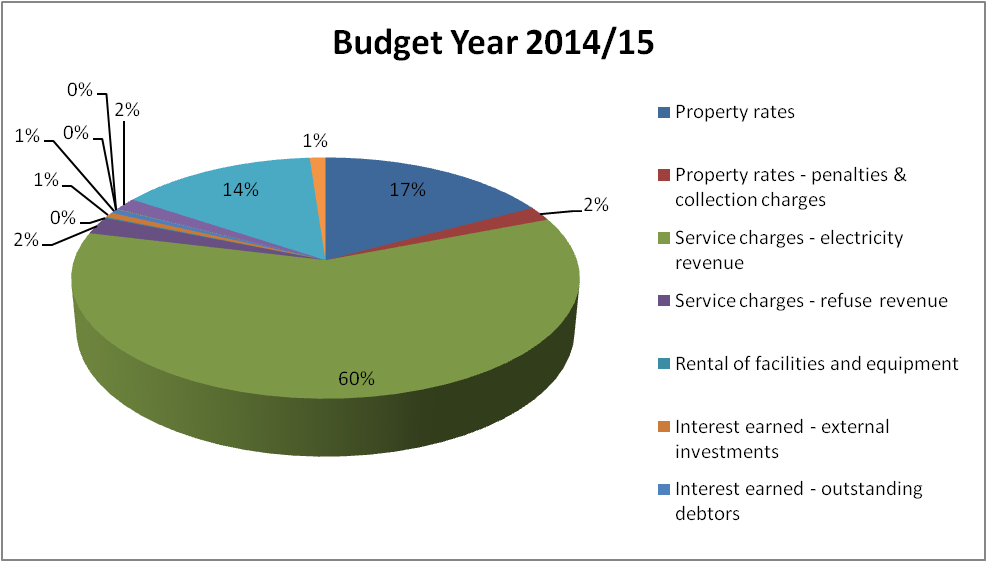


Table 3 Percentage growth in revenue by main revenue source



In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

**Figure 1: Income for the 2014/15 MTREF**



Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the Municipality. Rates and service charge revenues comprise more than two thirds of the total revenue mix. In the 2013/14 financial year, revenue from rates and services charges is estimated to total R231 million or 80,3 per cent of total income. This increases to R250 million, R268 million and R286 million in the respective financial years of the MTREF.

Electricity revenue is the largest revenue source for the municipality. It comprises 59,7% of total operating income. It is proposed that the tariffs for electricity increase by an average 7.3% year on year in order to achieve a gross percentage that is in line with the NERSA guideline of 30%. The current gross percentage is 18,9%. This will increase to 21,9% in 2015/16 if the increases for the tariffs are on average 7.3% as proposed.

Property rates is the second largest revenue source totalling 17,1 per cent or R54 million rand of total operating revenue and increases to R60 million by 2016/17. The third largest source of income is income from operational grants that have been gazetted as per the Division of Revenue Act. These operating grants will equal R45 million for 2014/15. The other item contributing to revenue is ‘other revenue’ which consists of various items such as income received from permits and licenses, building plan fees, connection fees, rental of facilities and other sundry income. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R45 778 million in the 2014/15 financial year and steadily increases to R58 702 million by 2016/17. Note that the year-on-year growth for the 2014/15 financial year is 16,39 per cent and 20,84 and 4,98 per cent in the two outer years. The following table gives a breakdown of the various operating grants and capital subsidies allocated to the municipality over the medium term:

Table 4 Operating and Capital Grant Receipts



Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

The percentage increases of the Eskom bulk electricity tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality’s electricity tariffs are largely outside the control of the Municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality’s future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity, petrol, diesel, chemicals, cement etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows.

### Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality’s budgeting process.

National Treasury’s MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance.  These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0,25:1.  The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

In terms of the Municipal Property Rates Act, property valuations need to be assessed every four to five years for inclusion in the general valuation roll. There have been no major changes to the rates tariffs for 2014/15, we have only decreased the Rebate for Residential and Residential Hospitality by 6%, hence the Randages did not change. The categories of rate-able properties for the purposes of levying rates and the proposed rates for the 2014/15 financial year is contained in the table below.

Table 5 Comparison of proposed rates to be levied for the 2014/15 financial year

**RATES RANDAGE**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category** | **Impermissible** | **Rebate** | **Current Year Randage**  **2013/14** | **Proposed Randage 2014/15** |
| Residential | 30 000 | 54.075% | 0.018895 | 0.018895 |
| Residential - Hospitality | 30 000 | 54.075% | 0.018895 | 0.018895 |
| Commercial | - | As Per Table | 0.03726 | 0.03726 |
| Agriculture | - | 20% | 0.0025 | 0.0025 |
| Public Service Infrastructure | - | First 30% non rated | 0.002086 | 0.002086 |
| State Owned | - | - | 0.03119 | 0.03119 |
| Industrial | - | As Per Table | 0.03637 | 0.03726 |
| Public Benefit Organisation Property | - | None | 0.002068 | 0.002068 |
| Recreational Clubs | - | 30% | 0.0018895 | 0.018895 |

**REBATES FOR COMMERCIAL PROPERTIES**

|  |  |
| --- | --- |
| **Value of Property** | **Rebate** |
| 0-1.5 million | 35.660% |
| >1.5 million – 2.5 million | 25.685% |
| >2.5 million – 7.5 million | 29.635% |
| >7. 5 million -10 million | 23.650% |
| >10 million | 45.121% |

**REBATES FOR INDUSTRIAL PROPERTIES**

|  |  |
| --- | --- |
| **VALUE OF PROPERTY** | **REBATE** |
| 0-1 Million | 17.286% |
| >1-2 million | 18.234% |
| >2-5 million | 45.405% |
| >5-36 million | 41.470% |
| >36 million | 67.692% |

**ADDITIONAL RELIEF**

|  |  |
| --- | --- |
| **USAGE/OWNER** | **ADDITIONAL REBATE** |
| BED & BREAKFAST | 25% |
| BED& BREAKFAST(NON RESIDENT) | 20% |
| PENSIONER | +12.50% |

### Sale of Electricity and Impact of Tariff Increases

Considering the Eskom increases and the current gross profit percentages for the electricity business unit, the consumer tariff is proposed to be increase to result in an overall increase in electricity income of 7.3 per cent from 1 July 2014. Furthermore, it should be noted that given the magnitude of the tariff increase, it is expected to depress growth in electricity consumption, which will have a negative impact on the municipality’s revenue from electricity.

Registered indigents will again be granted 50 kWh per 30-day period free of charge.

It should further be noted that NERSA has advised that a stepped tariff structure needs to be implemented from 1 July 2011. This was implemented and will continue in the next few years. The effect of the inclining block tariffs is that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users. The Municipality has entered into discussions with NERSA regarding the suitability of the NERSA proposed stepped tariffs compared to those previously implemented by the Municipality. Until the discussions are concluded, the Municipality will maintain the current stepped structure of its electricity tariffs.

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the Municipality. Most of the outer and inner Municipality reticulation network was designed or strengthened many years ago with an expected 20-25 year life-expectancy. The upgrading of the Municipality’s electricity network has therefore become a strategic priority, especially the substations and transmission lines.

Owing to the high increases in Eskom’s bulk tariffs, it is clearly not possible to fund these necessary upgrades through increases in the municipal electricity tariff – as the resultant tariff increases would be unaffordable for the consumers. It is therefore proposed that the taking up of loans as a strategy for funding of the infrastructure be considered and approved to spread the burden over the life span of the assets.

### Waste Removal and Impact of Tariff Increases

A 6 per cent increase in the waste removal tariff is proposed from 1 July 2014.

### Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

Note that in all instances the overall impact of the tariff increases on household’s bills has been kept to between 7.9 and 9 per cent, with the increase for indigent households closer to 9 per cent. This is because indigent consumers are only billed for electricity consumption in excess of 50kWh and are exempted from rates and refuse charges.

Table 6 MBRR Table SA14 – Household bills



## Operating Expenditure Framework

The Municipality’s expenditure framework for the 2014/15 budget and MTREF is informed by the following:

* The asset renewal strategy and the repairs and maintenance plan;
* Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
* Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
* The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
* Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
* Strict adherence to the principle of *no project plan, no budget*. If there is no business plan, no funding allocation can be made.

The following table is a high level summary of the 2014/15 budget and MTREF (classified per main type of operating expenditure):

Table 7 Summary of operating expenditure by standard classification item



The budgeted allocation for employee related costs for the 2014/15 financial year totals R67 million, which equals 20 per cent of the total operating expenditure. Circular 72 guidelines have been implemented with regards to the increase in salaries and that has been set at 6.8 percent for the 2014/15 financial year.

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

The provision of debt impairment was determined based on an annual collection rate. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality’s realistically anticipated revenues.

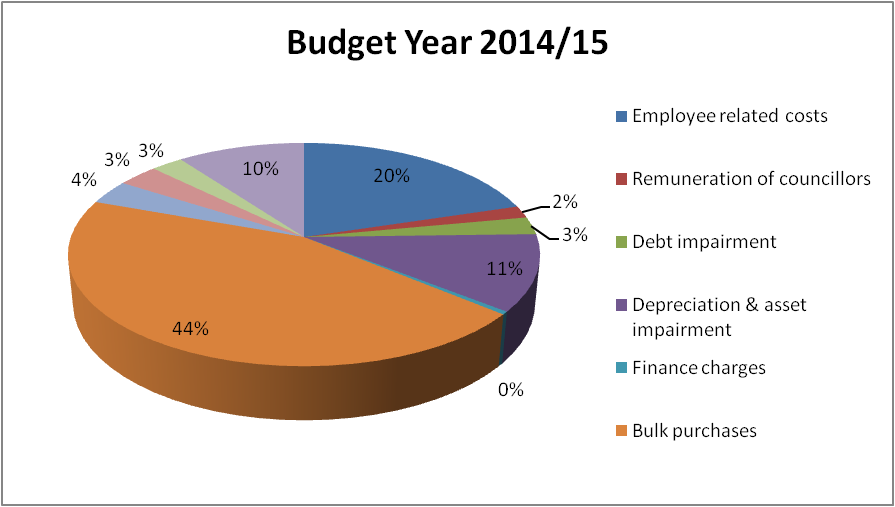
Provision for depreciation and asset impairment has been informed by the Municipality’s Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R37 million for the 2014/15 financial year and equates to 11.04 per cent of the total operating expenditure. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Other materials comprise of amongst others the purchase materials for maintenance. In line with the Municipality’s repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the Municipality’s infrastructure.

The following figure gives a breakdown of the main expenditure categories for the 2014/15 financial year.

Figure 2 Main operational expenditure categories for the 2014/15 financial year



### Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality’s current infrastructure, the 2014/15 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

**Table 8 Operational repairs and maintenance**



### Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality’s Indigent Policy. The target is to register 4000 or more indigent households during the 2014/15 financial year, a process reviewed every two years. The estimates for the 2014/15 MTREF for free basic services is seen in table 7 under the heading transfers and grants and are estimated to be R8.5 milion for the 2014/15 financial year. It is made up of the 50kWh free electricity and a refuse rebates given to indigent consumers as well as a rates rebates (R15,000 threshold).

## Capital expenditure

Capital expenditure for the next three years is funded by capital grants, external loans and a small portion of council funding. This is due to significant constraints of council funds as highlighted in the sections above and the significant impact that the increase in the bulk electricity tariffs had had on the cashflow of the municipality. The capital grants to be received are highlighted in the executive summary above.

### Future operational cost of new infrastructure

The future operational costs and revenues associated with the capital programme have been considered and this expenditure has been factored into the two outer years of the operational budget.

## Annual Budget tables

The following pages present the ten main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality’s 2014/15 budget and MTREF as approved by the Council. Each table is accompanied by explanatory notes.

**Table 9 MBRR Table A1 - Budget Summary**



**Explanatory notes to MBRR Table A1 - Budget Summary**

1. Table A1 is a budget summary and provides a concise overview of the Municipality’s budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality’s commitment to eliminating basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
   1. The operating surplus/deficit (after Total Expenditure) is negative over the MTREF (but all efforts have been made to ensure that it is not a cash flow deficit)
   2. Capital expenditure is balanced by capital funding sources, of which
      1. Transfers recognised is reflected on the Financial Performance Budget;
      2. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget
4. The Cash backing/surplus reconciliation shows that the budget has been funded and that this situation is improving year on year resulting in increased working capital.
5. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs.

Table 10 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)



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

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 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.
3. Note that as a general principle the revenues for the Trading Services should exceed their expenditures. The table highlights that this is the case for the Electricity function. As already noted above, the municipality will be undertaking a detailed study of this function to explore ways of improving efficiencies and provide a basis for re-evaluating the function’s tariff structure.
4. Other functions that show a deficit between revenue and expenditure are being financed from rates revenues and other revenue sources reflected under the Governance and Administration.

Table 11 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)



**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.

Table 12 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)



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

1. Total revenue is R316,421 million in 2014/15 and escalates to R344,654 million by 2015/16. This represents a year-on-year increase of 9.92 percent for the 2014/15 financial year and 8.92 percent for the 2015/16 financial year.
2. Revenue to be generated from property rates is R54 million in the 2014/15 financial year and increases to R60 million by 2016/17 which represents 11.11 per cent of the operating revenue base of the Municipality and therefore remains a significant funding source for the municipality. It remains relatively constant over the medium-term and tariff increases have been factored in at 6 per cent for 2014/15 and 6% for each of the respective outer financial years of the MTREF.
3. Services charges relating to electricity and refuse removal constitutes the biggest component of the revenue basket of the Municipality totalling R196 million for the 2014/15 financial year and increasing to R225 million by 2016/17. For the 2014/15 financial year services charges amount to 62 percent of the total revenue. 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. It needs to be noted that in real terms the grants receipts from national government are growing rapidly over the MTREF.
5. Bulk purchases have significantly increased over the 2010/11 to 2016/17 period escalating from R92 million to R173 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 13 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source



**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. No multi-year appropriations have been budgeted for.
3. Single-year capital expenditure has been appropriated at R35 million for the 2014/15 financial year and remains relatively constant over the MTREF at levels of R37 million and R39 million respectively for the two outer years.
4. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the Municipality. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.
5. The capital programme is funded from capital and provincial grants and transfers and external borrowings. For 2014/15, capital transfers totals R28,615 million.

**Table 14 MBRR Table A6 - Budgeted Financial Position**



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

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. Table 14 is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of a number of items, including:

* Call investments deposits;
* Consumer debtors;
* Property, plant and equipment;
* Trade and other payables;
* Provisions non current;
* Changes in net assets; and
* Reserves

1. 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.
2. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

**Table 15 MBRR Table A7 - Budgeted Cash Flow Statement**



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



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

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. It can be seen that the cash levels of the Municipality have increase significantly over the 2010/11 to 2013/14 period. This trend continues for the 2014/15 to 2016/17 financial years.
4. The 2014/15 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term.
5. Cash and cash equivalents totals R36 million as at the end of the 2014/15 financial year and escalates to R117 million by 2016/17.

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

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality’s budget must be “funded”.
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. Considering the requirements of section 18 of the MFMA, it can be concluded that the proposed 2014/15 MTREF was sufficiently funded owing to the increased reserves.
6. As part of the budgeting and planning guidelines that informed the compilation of the 2014/15 MTREF the end objective of the medium-term framework was to ensure the budget was funded and aligned to section 18 of the MFMA.

**Table 16B MBRR Table A9 – Consolidated Asset Management**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Ref** | **2010/11** | **2011/12** | **2012/13** | **Current Year 2013/14** | | | **2014/15 Medium Term Revenue & Expenditure Framework** | | |
| **R thousand** |  | **Audited Outcome** | **Audited Outcome** | **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **Full Year Forecast** | **Budget Year 2014/15** | **Budget Year +1 2015/16** | **Budget Year +2 2016/17** |
| **CAPITAL EXPENDITURE** |  |  |  |  |  |  |  |  |  |  |
| **Total New Assets** | 1 | **32,385** | **39,111** | **29,874** | **24,068** | **34,295** | **34,295** | **25,499** | **26,978** | **28,543** |
| *Infrastructure - Road transport* |  | 9,529 | 8,279 | 28,722 | 9,704 | 9,704 | 9,704 | 18,061 | 19,108 | 20,217 |
| *Infrastructure - Electricity* |  | 2,775 | 10,456 | – | 10,300 | 20,500 | 20,500 | 2,400 | 2,539 | 2,686 |
| *Infrastructure - Water* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Sanitation* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Other* |  | – | – | – | – | – | – | – | – | – |
| Infrastructure |  | *12,304* | *18,735* | *28,722* | *20,004* | *30,204* | *30,204* | *20,461* | *21,648* | *22,903* |
| Community |  | 13,319 | 5,128 | – | 3,661 | 3,688 | 3,688 | 3,406 | 3,604 | 3,813 |
| Heritage assets |  | – | – | – | – | – | – | – | – | – |
| Investment properties |  | 4,620 | 13,682 | – | – | – | – | – | – | – |
| Other assets | 6 | 1,972 | 1,566 | 1,152 | 403 | 403 | 403 | 1,633 | 1,727 | 1,827 |
| Agricultural Assets |  | – | – | – | – | – | – | – | – | – |
| Biological assets |  | – | – | – | – | – | – | – | – | – |
| Intangibles |  | 170 | – | – | – | – | – | – | – | – |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total Renewal of Existing Assets** | 2 | **–** | **–** | **–** | **15,603** | **15,603** | **15,603** | **10,000** | **10,580** | **11,194** |
| *Infrastructure - Road transport* |  | – | – | – | 15,603 | 15,603 | 15,603 | – | – | – |
| *Infrastructure - Electricity* |  | – | – | – | – | – | – | 10,000 | 10,580 | 11,194 |
| *Infrastructure - Water* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Sanitation* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Other* |  | – | – | – | – | – | – | – | – | – |
| Infrastructure |  | *–* | *–* | *–* | *15,603* | *15,603* | *15,603* | *10,000* | *10,580* | *11,194* |
| Community |  | – | – | – | – | – | – | – | – | – |
| Heritage assets |  | – | – | – | – | – | – | – | – | – |
| Investment properties |  | – | – | – | – | – | – | – | – | – |
| Other assets | 6 | – | – | – | – | – | – | – | – | – |
| Agricultural Assets |  | – | – | – | – | – | – | – | – | – |
| Biological assets |  | – | – | – | – | – | – | – | – | – |
| Intangibles |  | – | – | – | – | – | – | – | – | – |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total Capital Expenditure** | 4 |  |  |  |  |  |  |  |  |  |
| *Infrastructure - Road transport* |  | 9,529 | 8,279 | 28,722 | 25,307 | 25,307 | 25,307 | 18,061 | 19,108 | 20,217 |
| *Infrastructure - Electricity* |  | 2,775 | 10,456 | – | 10,300 | 20,500 | 20,500 | 12,400 | 13,119 | 13,880 |
| *Infrastructure - Water* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Sanitation* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Other* |  | – | – | – | – | – | – | – | – | – |
| Infrastructure |  | *12,304* | *18,735* | *28,722* | *35,607* | *45,807* | *45,807* | *30,461* | *32,228* | *34,097* |
| Community |  | 13,319 | 5,128 | – | 3,661 | 3,688 | 3,688 | 3,406 | 3,604 | 3,813 |
| Heritage assets |  | – | – | – | – | – | – | – | – | – |
| Investment properties |  | 4,620 | 13,682 | – | – | – | – | – | – | – |
| Other assets |  | 1,972 | 1,566 | 1,152 | 403 | 403 | 403 | 1,633 | 1,727 | 1,827 |
| Agricultural Assets |  | – | – | – | – | – | – | – | – | – |
| Biological assets |  | – | – | – | – | – | – | – | – | – |
| Intangibles |  | 170 | – | – | – | – | – | – | – | – |
| **TOTAL CAPITAL EXPENDITURE - Asset class** | 2 | **32,385** | **39,111** | **29,874** | **39,671** | **49,898** | **49,898** | **35,499** | **37,558** | **39,737** |
|  |  |  |  |  |  |  |  |  |  |  |
| **ASSET REGISTER SUMMARY - PPE (WDV)** | 5 |  |  |  |  |  |  |  |  |  |
| *Infrastructure - Road transport* |  | 221,110 | 229,389 | 186,387 | 249,744 | 249,744 | 249,744 | 183,799 | 194,459 | 205,738 |
| *Infrastructure - Electricity* |  | 57,848 | 68,304 | 55,916 | 83,138 | 83,138 | 83,138 | 55,140 | 58,338 | 61,721 |
| *Infrastructure - Water* |  |  |  |  |  |  |  | – | – | – |
| *Infrastructure - Sanitation* |  | 200 |  |  |  |  |  | – | – | – |
| *Infrastructure - Other* |  | 9,322 | 20,142 | 43,490 | 20,417 | 20,417 | 20,417 | 42,886 | 45,374 | 48,005 |
| Infrastructure |  | *288,480* | *317,835* | *285,793* | *353,299* | *353,299* | *353,299* | *281,824* | *298,170* | *315,464* |
| Community |  | 13,319 | 22,517 | 18,639 | 22,381 | 22,381 | 22,381 | 18,380 | 19,446 | 20,574 |
| Heritage assets |  |  |  |  |  |  |  |  |  |  |
| Investment properties |  | – | – | – | – | – | – | – | – | – |
| Other assets |  | 337,774 | 320,727 | 316,858 | 283,460 | 283,460 | 283,460 | 312,458 | 330,580 | 349,754 |
| Agricultural Assets |  | – | – | – | – | – | – | – | – | – |
| Biological assets |  | – | – | – | – | – | – | – | – | – |
| Intangibles |  | 170 | 186 | 438 | – | – | – | – | – | – |
| **TOTAL ASSET REGISTER SUMMARY - PPE (WDV)** | 5 | **639,743** | **661,265** | **621,728** | **659,140** | **659,140** | **659,140** | **612,662** | **648,196** | **685,792** |
|  |  |  |  |  |  |  |  |  |  |  |
| **EXPENDITURE OTHER ITEMS** |  |  |  |  |  |  |  |  |  |  |
| **Depreciation & asset impairment** |  | 38,677 | 32,732 | 31,515 | 35,000 | 35,000 | 35,000 | 37,030 | 39,178 | 41,450 |
| **Repairs and Maintenance by Asset Class** | 3 | 43,414 | 52,596 | 55,752 | 63,695 | 63,695 | 63,695 | 67,389 | 71,298 | 75,433 |
| *Infrastructure - Road transport* |  | 10,355 | 12,904 | 13,678 | 7,499 | 7,499 | 7,499 | 7,934 | 8,394 | 8,881 |
| *Infrastructure - Electricity* |  | 11,025 | 12,188 | 12,919 | 5,298 | 5,298 | 5,298 | 5,605 | 5,930 | 6,274 |
| *Infrastructure - Water* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Sanitation* |  | – | – | – | – | – | – | – | – | – |
| *Infrastructure - Other* |  | 203 | – | – | – | – | – | – | – | – |
| Infrastructure |  | *21,583* | *25,092* | *26,598* | *12,797* | *12,797* | *12,797* | *13,539* | *14,325* | *15,155* |
| Community |  | 10,545 | 11,727 | 12,431 | 1,034 | 1,034 | 1,034 | 1,094 | 1,157 | 1,225 |
| Heritage assets |  | 8,963 | – | – | – | – | – | – | – | – |
| Investment properties |  | – | – | – | – | – | – | – | – | – |
| Other assets | 6, 7 | 2,323 | 15,777 | 16,724 | 49,864 | 49,864 | 49,864 | 52,756 | 55,816 | 59,053 |
| **TOTAL EXPENDITURE OTHER ITEMS** |  | **82,091** | **85,328** | **87,267** | **98,695** | **98,695** | **98,695** | **104,419** | **110,476** | **116,883** |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Renewal of Existing Assets as % of total capex*** |  | *0.0%* | *0.0%* | *0.0%* | *39.3%* | *31.3%* | *31.3%* | *28.2%* | *28.2%* | *28.2%* |
| ***Renewal of Existing Assets as % of deprecn"*** |  | *0.0%* | *0.0%* | *0.0%* | *44.6%* | *44.6%* | *44.6%* | *27.0%* | *27.0%* | *27.0%* |
| ***R&M as a % of PPE*** |  | *6.8%* | *8.4%* | *9.0%* | *9.7%* | *9.7%* | *9.7%* | *11.0%* | *11.0%* | *11.0%* |
| ***Renewal and R&M as a % of PPE*** |  | *7.0%* | *8.0%* | *9.0%* | *12.0%* | *12.0%* | *12.0%* | *13.0%* | *13.0%* | *13.0%* |
|  |  |  |  |  |  |  |  |  |  |  |

**Table 16C MBRR Table A10 – Consolidated Basic Service Delivery Measurement**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Description | Ref | 2009/10 | 2010/11 | 2011/12 | Current Year 2012/13 | | | 2013/14 Medium Term Revenue & Expenditure Framework | | |
| **Outcome** | **Outcome** | **Outcome** | **Original Budget** | **Adjusted Budget** | **Full Year Forecast** | **Budget Year 2013/14** | **Budget Year +1 2014/15** | **Budget Year +2 2015/16** |
| Household service targets | 1 |  |  |  |  |  |  |  |  |  |
| *Water:* |  |  |  |  |  |  |  |  |  |  |
| *Energy:* |  |  |  |  |  |  |  |  |  |  |
| Electricity (at least min.service level) |  | 5,000 | 5,000 | 5,000 | 5,500 | 5,500 | 5,500 | 6,050 | 6,655 | 7,321 |
| Electricity - prepaid (min.service level) |  | 8,000 | 8,000 | 8,000 | 8,500 | 8,500 | 8,500 | 9,350 | 10,285 | 11,313 |
| *Minimum Service Level and Above sub-total* |  | 13,000 | 13,000 | 13,000 | 14,000 | 14,000 | 14,000 | 15,400 | 16,940 | 18,634 |
| Electricity (< min.service level) |  |  |  |  |  |  |  |  |  |  |
| Electricity - prepaid (< min. service level) |  |  |  |  |  |  |  |  |  |  |
| Other energy sources |  |  |  |  |  |  |  |  |  |  |
| *Below Minimum Service Level sub-total* |  | – | – | – | – | – | – | – | – | – |
| Total number of households | 5 | **13,000** | **13,000** | **13,000** | **14,000** | **14,000** | **14,000** | **15,400** | **16,940** | **18,634** |
| *Refuse:* |  |  |  |  |  |  |  |  |  |  |
| Removed at least once a week |  | 8,000 | 8,000 | 8,000 | 8,500 | 8,500 | 8,500 | 9,350 | 10,285 | 11,313 |
| *Minimum Service Level and Above sub-total* |  | 8,000 | 8,000 | 8,000 | 8,500 | 8,500 | 8,500 | 9,350 | 10,285 | 11,313 |
| Removed less frequently than once a week |  |  |  |  |  |  |  |  |  |  |
| Using communal refuse dump |  | 5,000 | 5,000 | 5,000 | 5,500 | 5,500 | 5,500 | 6,050 | 6,655 | 7,321 |
| Using own refuse dump |  |  |  |  |  |  |  |  |  |  |
| Other rubbish disposal |  |  |  |  |  |  |  |  |  |  |
| No rubbish disposal |  |  |  |  |  |  |  |  |  |  |
| *Below Minimum Service Level sub-total* |  | 5,000 | 5,000 | 5,000 | 5,500 | 5,500 | 5,500 | 6,050 | 6,655 | 7,321 |
| Total number of households | 5 | **13,000** | **13,000** | **13,000** | **14,000** | **14,000** | **14,000** | **15,400** | **16,940** | **18,634** |
|  |  |  |  |  |  |  |  |  |  |  |
| Households receiving Free Basic Service | 7 |  |  |  |  |  |  |  |  |  |
| Electricity/other energy (50kwh per household per month) |  | 5,000 | 5,000 | 5,000 | 5,500 | 5,500 | 5,500 | 6,050 | 6,655 | 7,321 |
| Refuse (removed at least once a week) |  | 5,000 | 5,000 | 5,000 | 5,500 | 5,500 | 5,500 | 6,050 | 6,655 | 7,321 |
|  |  |  |  |  |  |  |  |  |  |  |
| Cost of Free Basic Services provided (R'000) | 8 |  |  |  |  |  |  |  |  |  |
| Electricity/other energy (50kwh per household per month) |  | 2,866 | 3,670 | 4,514 | 5,636 | 5,636 | 5,636 | 6,199 | 6,819 | 7,502 |
| Refuse (removed once a week) |  | 2,014 | 2,538 | 2,690 | 2,851 | 2,851 | 2,851 | 3,136 | 3,449 | 3,795 |
| Total cost of FBS provided (minimum social package) |  | **4,880** | **6,208** | **7,204** | **8,487** | **8,487** | **8,487** | **9,335** | **10,268** | **11,297** |
|  |  |  |  |  |  |  |  |  |  |  |
| Highest level of free service provided |  |  |  |  |  |  |  |  |  |  |
| Property rates (R value threshold) |  | – | 30,000 | 300,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Water (kilolitres per household per month) |  |  |  |  |  |  |  |  |  |  |
| Sanitation (kilolitres per household per month) |  |  |  |  |  |  |  |  |  |  |
| Sanitation (Rand per household per month) |  |  |  |  |  |  |  |  |  |  |
| Electricity (kwh per household per month) |  | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| Refuse (average litres per week) |  | 250,000 | 250,000 | 250,000 | 275,000 | 275,000 | 275,000 | 302,500 | 332,750 | 366,025 |
| Revenue cost of free services provided (R'000) | 9 |  |  |  |  |  |  |  |  |  |
| Property rates (R15 000 threshold rebate) |  | 11,617 | 12,388 | 13,379 | 14,182 | 14,182 | 14,182 | 15,600 | 17,160 | 18,876 |
| Property rates (other exemptions, reductions and rebates) |  | 11,291 | 27,615 | 27,615 | 29,601 | 29,601 | 29,601 | 31,081 | 32,635 | 34,266 |
| Water |  |  |  |  |  |  |  |  |  |  |
| Sanitation |  |  |  |  |  |  |  |  |  |  |
| Electricity/other energy |  | 2,866 | 3,670 | 4,514 | 5,636 | * 5,636 | 5,636 | 6,030 | 6,453 | 6,904 |
| Refuse |  | 2,014 | 2,538 | 2,690 | 2,851 | 2,851 | 2,851 | 2,993 | 3,143 | 3,300 |
| Municipal Housing - rental rebates |  |  |  |  |  |  |  |  |  |  |
| Housing - top structure subsidies | 6 |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| Total revenue cost of free services provided (total social package) |  | **27,788** | **46,211** | **48,198** | **52,270** | **52,270** | **52,270** | **55,704** | **59,391** | **63,346** |

Part 2 – Supporting Documentation

## 2.1 Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

### Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2013) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2013. Key dates applicable to the process were:

* **August 2013** – Joint strategic planning session with Council and Management. Aim: to review past performance trends of the capital and operating budgets, the economic realities and to set the prioritisation criteria for the compilation of the 2014/15 MTREF;
* **November 2013** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
* **25 January 2014** - Council considers the 2013/14 Mid-year Review
* **20 February 2014** – Council considers Adjustments Budget 2013/2014;
* **27 March 20**14 - Tabling in Council of the draft 2014/15 IDP and 2014/15 MTREF for public consultation;
* **April 2014** – Public consultation;
* **16 May 2014** - Closing date for written comments;
* **30 May 2014** - Tabling of the 2014/15 MTREF before Council for consideration and approval.

The following processes were achieved by the following dates:

* November 2013 – Draft budget proposals were requested from the departments
* 21 January 2014 – Mid Year Report was tabled in Council
* 27 February 2014 – Adjustments budget tabled and approved by Council
* 27 March 2014 – Draft 2014/15 MTREF tabled and approved by Council
* 16April 2014 to 07 May 2014 – Public Consultation on budget
* 20 May 2014 – Closing date of written comments
* 28 May 2014 – Tabling of the 2014/15 MTREF before Council for consideration and approval.

### IDP and Service Delivery and Budget Implementation Plan

The Municipality’s IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

* Registration of community needs;
* Compilation of departmental business plans including key performance indicators and targets;
* Financial planning and budgeting process;
* Public participation process;
* Compilation of the SDBIP, and
* The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2014/15 MTREF, based on the approved 2013/14 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2014/15 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year performance against the 2013/14 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

### Financial Modelling and Key Planning Drivers

As part of the compilation of the 2014/15 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2014/15 MTREF:

* Municipality growth
* Policy priorities and strategic objectives
* Asset maintenance
* Economic climate and trends (i.e inflation, Eskom increases, household debt, migration patterns)
* Performance trends
* The approved 2013/14 adjustments budget and performance against the SDBIP
* Cash Flow Management Strategy
* Debtor payment levels
* Loan and investment possibilities
* The need for tariff increases versus the ability of the community to pay for services;
* Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury’s MFMA Circular 58, 59 and 66 has been taken into consideration in the planning and prioritisation process.

### Community Consultation

Public meetings were held to obtain comments from the public on the following dates:

18 March 2014 – Forderville Hall 05H30pm

19 March 2014 – Estcourt Town Hall 05H30pm

02 May 2014 – Mshayazafe Hall 02H00pm

02 May 2014 – Wembezi A Park 10H00am

The community did not satisfactory attend the consultations, which lead to the postponement of the consultations.

## Overview of alignment of annual budget with IDP

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

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the Municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

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

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

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

The national and provincial priorities, policies and strategies of importance include amongst others:

* Green Paper on National Strategic Planning of 2009;
* Government Programme of Action;
* Development Facilitation Act of 1995;
* Provincial Growth and Development Strategy (GGDS);
* National and Provincial spatial development perspectives;
* Relevant sector plans such as transportation, legislation and policy;
* National Key Performance Indicators (NKPIs);
* Accelerated and Shared Growth Initiative (ASGISA);
* National 2014 Vision;
* National Spatial Development Perspective (NSDP) and
* The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP’s five strategic objectives for the 2013/14 MTREF and further planning refinements that have directly informed the compilation of the budget:

Table 19 IDP Strategic Objectives

|  |  |  |  |
| --- | --- | --- | --- |
| **2013/14 Financial Year** | | **2014/15 MTREF** | |
| 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 | Fight poverty and build 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 capaMunicipality to achieve set objectives |

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

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

1. Provision of quality basic services and infrastructure which includes, amongst others:
   * Provide electricity;
   * Provide water;
   * Provide sanitation;
   * Provide waste removal;
   * Provide housing;
   * Provide roads and storm water;
   * Provide public transport;
   * Provide Municipality planning services; and
   * Maintaining the infrastructure of the Municipality.
2. Economic growth and development that leads to sustainable job creation by:
   * Ensuring the is a clear structural plan for the Municipality;
   * 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.

3.1 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 Municipality cleansing;
  + Ensuring all waste water treatment works are operating optimally;
  + Working with strategic partners such as SAPS to address crime;
  + Ensuring save 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.

3.2 Integrated Social Services for empowered and sustainable 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

4. 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
  + Continuing to implement the infrastructure renewal strategy and the repairs and maintenance plan

5.3 Optimal institutional transformation to ensure that the Municipality achieves set objectives

* + Review of the organizational structure to optimize the use of personnel;

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

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

This development strategy introduces important policy shifts which have further been translated into 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; and
* Sound financial fundamentals.

Lessons learned with previous IDP revision and planning cycles as well as changing environments were taken into consideration in the compilation of the fourth revised IDP, including:

* Strengthening the analysis and strategic planning processes of the Municipality;
* Initiating zonal planning processes that involve the communities in the analysis and planning processes. More emphasis was placed on area based interventions, within the overall holistic framework;
* Ensuring better coordination through a programmatic approach and attempting to focus the budgeting process through planning interventions; and
* Strengthening performance management and monitoring systems in ensuring the objectives and deliverables are achieved.

The 2014/15 MTREF has therefore been directly informed by the IDP revision process.

**Table 20 MBRR Table SA4 – Reconciliation between the IDP strategic objectives and budgeted revenue**



**Table 21 MBRR Table SA5 – Reconciliation between the IDP strategic objectives and budgeted operating expenditure**



**Table 22 MBRR Table SA6 – Reconciliation between the IDP strategic objectives and budgeted capital expenditure**



## 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 is constantly refined as the integrated planning process unfolds. The Municipality targets, monitors, assesses 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:

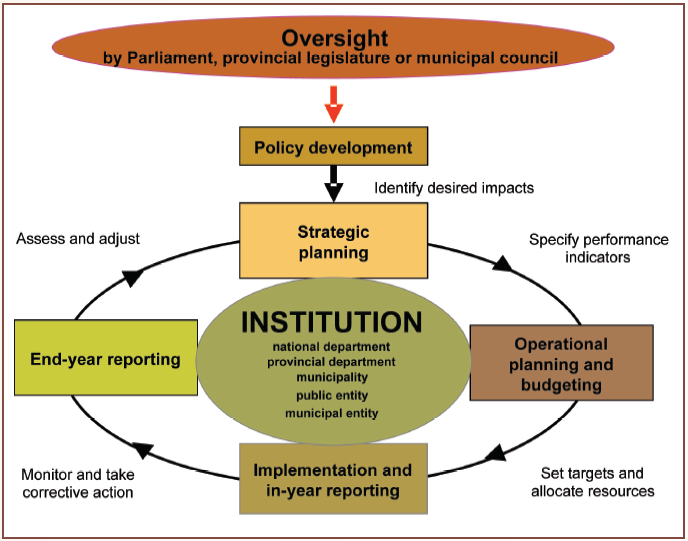


Figure 1 Planning, budgeting and reporting cycle

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

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

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

**Table 23 MBRR Table SA8 – Performance indicators and benchmarks**



## Overview of budget related-policies

The Municipality’s budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

### Review of credit control and debt collection procedures/policies

The Debt Collection Policy as approved by Council has been reviewed. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the lowering of the credit periods for the down payment of debt. In addition emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

The 2014/15 MTREF has been prepared on the basis of achieving an average debtors’ collection rate of 90 per cent on current billings. In addition the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the Municipality’s cash levels.

### Asset Management, Infrastructure Investment and Funding Policy

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the Municipality’s revenue base. Within the framework, the need for asset renewal was considered a priority and hence the capital programme was determined based on renewal of current assets versus new asset construction.

Further, continued improvements in technology generally allows many assets to be renewed at a lesser ‘real’ cost than the original construction cost. Therefore, it is considered prudent to allow for a slightly lesser continual level of annual renewal than the average annual depreciation. The Asset Management, Infrastructure and Funding Policy is therefore considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritisation of individual capital projects. In addition the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

### Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in May 2012. No further amendments have been made to the policy.

### Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the Municipality’s system of delegations. The Budget and Virement Policy was last reviewed by Council in May 2012 in respect of both Operating and Capital Budget Fund Transfers. No changes have been made to this policy.

### Cash Management and Investment Policy

The Municipality’s Cash Management and Investment Policy was reviewed by Council in May 2012. The aim of the policy is to ensure that the Municipality’s surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduces time frames to achieve certain benchmarks.

### Tariff Policies

The Municipality’s tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policies have been approved on various dates and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation of the next two years.

## Overview of budget assumptions

### External factors

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

### General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2014/15 MTREF:

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

### Interest rates for borrowing and investment of funds

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The Municipality engages in a number of financing arrangements to minimise its interest rate costs and risk. However, the 2014/15 MTREF is based on the assumption that all borrowings are undertaken using fixed interest rates for amortisation-style loans requiring both regular principal and interest payments. As part of the compilation of the 2014/15 MTREF the potential of smoothing out the debt profile over the long term will be investigated.

### Collection rate for revenue services

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

The rate of revenue collection is currently expressed as a percentage (90 per cent) of annual billings. Cash flow is assumed to be 90 per cent of billings, plus an increased collection of arrear debt from the revised collection and credit control policy. The performance of arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored. In other words, the operating expenditure will be funded from current operating income revenue realistically received. Arrear debt will not be relied upon to fund operating expenditure.

### Growth or decline in tax base of the municipality

Debtors revenue is assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the Municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing ‘households’ is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the ‘poor household’ limits consumption to the level of free basic services.

### Salary increases

Salary increases were budgeted at 6.8%. The overall increase was 7.5% due to the fact that cell phone allowances would now be afforded to staff members who require the use of cell phones to effectively perform their duties.

### Impact of national, provincial and local policies

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

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

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

### Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 100 per cent is achieved on operating expenditure and 98 per cent on the capital programme for the 2014/15 MTREF of which performance has been factored into the cash flow budget.

## Overview of budget funding

### Medium-term outlook: operating revenue

The following table is a breakdown of the operating revenue over the medium-term:

Table 248 Breakdown of the operating revenue over the medium-term



The following graph is a breakdown of the operational revenue per main category for the 2014/15 financial year.

Figure 2 Breakdown of operating revenue over the 2014/15 MTREF

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Municipality derives most of its operational revenue from the provision of goods and services such as electricity and solid waste removal as well as property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

The revenue strategy is a function of key components such as:

* Growth in the Municipality and economic development;
* Revenue management and enhancement;
* Achievement of a 90 per cent annual collection rate for consumer revenue;
* National Treasury guidelines;
* Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
* Achievement of full cost recovery of specific user charges;
* Determining tariff escalation rate by establishing/calculating revenue requirements;
* The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
* And the ability to extend new services and obtain cost recovery levels.

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

The proposed tariff increases for the 2014/15 MTREF on the different revenue categories are:

**Table 25: Proposed Tariff Increases for the 2014/15 MTREF**

|  |  |
| --- | --- |
| Description | Percentage |
| Electricity | Average 7.3% |
| Refuse | 6% |
| Other | 6% |

### Cash Flow Management

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

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

**Table 26 MBRR Table A7 – Budget cash flow statement**



### Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

* What are the predicted cash and investments that are available at the end of the budget year?
* How are those funds used?
* What is the net funds available or funding shortfall?

A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall (applications > cash and investments) is indicative of non-compliance with section 18 of the MFMA requirement that the municipality’s budget must be ‘funded’. It is also important to analyse trends to understand the consequences, e.g. the budget year might indicate a small surplus situation, which in itself is an appropriate outcome, but if in prior years there were much larger surpluses then this negative trend may be a concern that requires closer examination.

**Table 27 MBRR Table A8 – Cash backed reserves / accumulated surplus reconciliation**



### Funding compliance measurement

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

Table 28 MBRR Table SA10 – Funding compliance measurement



#### Cash/cash equivalent position

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

If the municipality’s forecast cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet MFMA requirements or be sustainable and could indicate a risk of non-compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year.

#### Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table 16, on page 32. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

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

The purpose of this measure is to understand the level of financial risk should the municipality

be under stress from a collection and cash in-flow perspective. Regardless of the annual cash position an evaluation should be made of the ability of the Municipality to meet monthly payments as and when they fall due. It is especially important to consider the position should the municipality be faced with an unexpected disaster that threatens revenue collection such as rate boycotts.

#### Surplus/deficit excluding depreciation offsets

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An ‘adjusted’ surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that rates and service charges are insufficient to ensure that the community is making a sufficient contribution toward the economic benefits they are consuming over the medium term.

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

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

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

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

This factor is a macro measure of the rate at which funds are ‘collected’. This measure is intended to analyse the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget

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

This factor measures whether the provision for debt impairment is being adequately funded and is based on the underlying assumption that the provision for debt impairment (doubtful and bad debts) has to be increased to offset under-collection of billed revenues.

#### Capital payments percentage of capital expenditure

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

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

The purpose of this measurement is to determine the proportion of a municipality’s ‘own-funded’ capital expenditure budget that is being funded from borrowed funds to confirm MFMA compliance

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

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

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

The purpose of these measures are to ascertain whether budgeted reductions in outstanding debtors are realistic. There are 2 measures shown for this factor; the change in current debtors and the change in long term receivables, both from the Budgeted Financial Position.

#### Repairs and maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because a trend that indicates insufficient funds are being committed to asset repair could also indicate that the overall budget is not credible and/or sustainable in the medium to long term because the revenue budget is not being protected.

#### Asset renewal/rehabilitation expenditure level

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

## Expenditure on grants and reconciliations of unspent funds

## Table 29 Expenditure on grant transfers and grant programmes

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## 2.8 Councillor and Employee Benefits

## Table 30 MBRR Table SA22 – Summary of councilor and staff benefits



**2.9 Monthly targets for revenue, expenditure and cash flow**

**Consolidated Monthly revenue and expenditure**



**MONTHLY REVENUE AND EXPENDITURE PER MUNICIPAL VOTES**



**Consolidated budgeted Monthly revenue and Expenditure(Standard classification)**



**Consolidated monthly Capital Expenditure**



**2.10 Annual budgets and SDBIPs**

The service delivery and budget implementation plans have been drafted and are aligned to the IDP, Balanced Scorecard, Performance Agreements and Budget. This will be finalized by June 2014.

**2.11 Contracts having future budgetary implications**

There are no contracts having future budgetary implications.

**2.12 Capital Expenditure Details**

**Table 36 Detailed capital budget per municipal vote**

|  |  |
| --- | --- |
| **CCOUNCIL FUNDING** |  |
| ***CORPORATE SERVICES*** |  |
| WASH BAY FOR WORKSHOP | 50,000.00 |
| CONCRETE PLALISADE FENCE TO STORES | 500,000.00 |
| HIGH PRESSURE HORSES X2 | 15,000.00 |
| 32000BTU TOWN HALL X6 | 0.00 |
| 32000BTU FORDERVILLLE HALL X5 | 0.00 |
| 12 000BTU OFFICES X6 | 0.00 |
| UPGRADE SEWER LINE CIVIC BUILDINGS | 25,000.00 |
| REVAMP KITCHEN (FORDERVILLE HALL) | 0.00 |
| REVAMP LADIES TOILETS (MAIN BUILDING) | 0.00 |
| TILING (FORDERVILLE HALL) | 0.00 |
| LAPTOP & PRINTER | 0.00 |
| OFFICE DESKS x7 | 30,000.00 |
| STEEL CUPBOARDS X2 | 0.00 |
| VISITORS CHAIRS FOR FOYER | 10,000.00 |
| FRANKING MACHINE | 25,000.00 |
| DIGICAM | 0.00 |
| ROAD MARKING MACHINE | 60,000.00 |
| 4 FIRE ARMS (STUDENTS) | 40,000.00 |
| SECURITY GATE FOR PASSAGE | 40,000.00 |
| 12BTU AIRCONDITIONER (EXAMINERS OFFICE)X2 | 0.00 |
| AIRCONDITIONERS X3 | 0.00 |
| WEATHER SHELTER(TRAFFIC) | 10,000.00 |
| VEHICLE PIT LIGHTING | 2,500.00 |
| CONTAINERS | 0.00 |
| RECARPETING | 15,000.00 |
| PORTABLE GENERATOR | 0.00 |
| UPGRADE OF VEHICLE POUND FACILITIES | 0.00 |
| REPLACE CURTAINS | 0.00 |
| STEEL SHELVING | 0.00 |
| BULLET PROOF VESTS | 30,000.00 |
| RE VAMP SERVER ROOM | 0.00 |
| BOARDROOM TABLE FOR MAYOR | 6,000.00 |
| LED MONITORS X5 | 5,000.00 |
| STEEL CUPBOARDS X2 | 5,000.00 |
| SWIVEL & TILT OFFICE CHAIR X1 | 1,000.00 |
| COMPUTER AND SOFTWARE | 0.00 |
| SCREWDRIVER SET,PLIERS & LONG NOSE PLIERS | 0.00 |
| BLINDS FOR MAYORS PARLOUR | 20,000.00 |
| LAPTOPS FOR MAYORS PA'S X2 | 0.00 |
| PHOTOCOPY MACHINE AND INTERNET CONNECTION | 0.00 |
| AIR CONDITIONER FOR MAYORS PARLOUR | 20,000.00 |
| CHAIRS FOR MAYORS PARLOUR | 5,000.00 |
| MAYORS BOARDROOM TABLE | 10,000.00 |
| REBURBRISHMENT OF FLOOR (MAIN BUILDING) | 0.00 |
|  | **924,500.00** |
| **FINANCE DEPARTMENT** |  |
| AIRCONDITIONER (MACHINE ROOM) | 0.00 |
| BLINDS | 0.00 |
| DESK AND CHAIRS | 50,000.00 |
| PRINTER | 8,000.00 |
|  | **58,000.00** |
| **PECS** |  |
| YOUTH CENTER | 30,000.00 |
| SEWER AND WATER RETICULATION FOR BULMAM | 150,000.00 |
| PAVING FOR THE WEMBEZI MULIPURPOSE | 200,000.00 |
| TRANSFER OF GRAIG FARM | 200,000.00 |
| FURNITURE & EQUIPMENT | 50,000.00 |
| FENCING FOR WEMBEZI FENCING | 200,000.00 |
| FENCING- MULTIPURPOSE | 200,000.00 |
| LIBRARIES CAPITAL | 50,000.00 |
|  | **2,080,000.00** |
| **ELECTRICAL** |  |
| CRANE TRUCK PURCHASE 20 TON | 600,000.00 |
| WESTERN PART CABLING BULK UPGRADE | 0.00 |
| REPLACE CIRCUIT BRAKERS | 350,000.00 |
| 11 KV UPGRADE | 600,000.00 |
| STREET LIGHT | 350,000.00 |
| PROTECTION UPGRADE FOR SUBSTATION | 100,000.00 |
| REPLACE TRANSFORMER | 0.00 |
| UNDERTAKE STREET LIGHTS IMPROVEMENTS | 0.00 |
| SCADA SYSTEM | 0.00 |
| SUB STATION 13 UPGRADE | 0.00 |
| ELECTRICAL WORKSHOP WAREHOUSE BUILDING | 0.00 |
| PROTECTION UPGRADE FOR SUBSTATION |  |
| TOOLS & EQUIPMENT | 200,000.00 |
| UNDER TAKE STREETLIGHT IMPROVEMENTS | 200,000.00 |
|  | **2,400,000.00** |
|  |  |
| **ROADS STREETS & DRAINS** |  |
| NEW BELL ENGINE | 171,000.00 |
| JACK HAMMER X3 | 68,400.00 |
| TRAILER FOR SIT ON ROLLER | 68,400.00 |
| TRAILER FOR PEDESTRIAL ROLLLER | 57,000.00 |
| CONCRETE MIXER | 114,000.00 |
| CONCRETE CURTER | 91,200.00 |
| DESK TOP COMPUTER X3 | 34,200.00 |
| LAPTOP TOP X2 | 27,360.00 |
| FAX MACHINE | 3,420.00 |
| GENERATOR X3 | 34,200.00 |
| WASHING MACHINE FOR PLANT & EQUIP X2 | 45,600.00 |
| DIESEL BOWER WITH HAND PUMP | 57,000.00 |
|  | 771,780.00 |

**2.13 General Expenditure Details**

**Table 37 Break Down of General Expenses**



**2.12 Legislative compliance status**

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

* + - 1. In year reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Mayor (within 10 working days) has progressively improved.

* + - 1. Internship programme

The Municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Financial Services Department. .

* + - 1. Budget and Treasury Office

The Budget and Treasury Office has been established in accordance with the MFMA.

* + - 1. Audit Committee

An Audit Committee has been established and is fully functional.

* + - 1. Service Delivery and Implementation Plan

The detailed SDBIP document is at a draft stage and will be finalised after approval of the 2014/15 MTREF in May 2014 directly aligned and informed by the 2014/15 MTREF.

* + - 1. Annual Report

Annual report is compiled in terms of the MFMA and National Treasury requirements.

1. MFMA Training

The MFMA training module in electronic format has been completed by municipal staff.

1. Policies

An amendment of the Municipal Property Rates Regulations as published in Government Notice 363 of 27 March 2009, was announced in Government Gazette 33016 on 12 March 2010. The ratios as prescribed in the Regulations have been complied with.

**2.13 Other Supporting Documentation**

**Table 38 MBRR Table SA1 – Supporting detail to budgeted financial performance**



**Table 35 MBRR Table SA3 – Supporting detail to Statement of Financial Position**



## Municipal manager’s quality certificate

I, Ms PN Njoko, Municipal Manager of Umtshezi Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Municipal manager of Umtshezi Municipality (KZN234)

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_